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APARTMENT HOUSE OWNERSHIP and MANAGEMENT

Purchasing, Leasing and Managing

By
GRACE PEREGO

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APARTMENT HOUSE OWNERSHIP and MANAGEMENT

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To my loyal assistants
JACKSON BEALS PEREGO, my son,
and LAURA M. HOOVER, my secretary, and to numerous managers and students who urged me to publish this book.

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FOREWORD

Believing that misinformation is the source of one of the greatest losses in the apartment house business, I have made a systematic and thorough effort to obtain the most authentic and reliable information possible in compiling this book.

I realize that equipment and conditions vary in different buildings, but in seeking a composite picture applying to all makes and designs I sent a questionnaire to different manufacturers regarding the care and maintenance of their equipment, and their replies were grouped together to cover as nearly as possible all types. These questionnaires were also sent to large service organizations to obtain data on unnecessary service calls. After the data thus obtained were compiled, the text was sent to recognized authorities for additions or corrections.

My own experience over a period of twenty-one years has been broad and varied. The purchasing of materials and equipment for several hundred buildings, with an expenditure of approximately $4,750,000, is an education in itself. Extensive experience in the operation of a real estate brokerage office, with a staff of twenty-three saleswomen and salesmen, and the observation and comparisons of hundreds of different management methods together with my own experience in opening and managing the structures I have built, have given me an insight into the business which would have been impossible to have acquired as a manager or owner of a few buildings.

In addition to this wide actual experience, four years of teaching the subject in San Francisco and Oakland to many hundreds of students, many of whom were capable managers, have given me the benefit of their experience and investigation. For four years the checking and verifying of this text have been actively pursued and many recognized authorities have contributed generously of their advice and suggestions regarding the care and maintenance of all equipment.

Special thanks are due the following individuals and organizations for their contributions and assistance:

N. J. Radder, Chief of the Plumbing and Heating Industries Bureau; H. M. Reed, President of the Standard Manufacturing Company; Eugene N. Fritz, President Apartment House Owners and Managers Association of San Francisco; W. B. Brandt and Company; B. Johnson, W. C. Newman, Employers Liability Assurance Company; L. P. Knight, Walton N. Moore; W. and J. Sloane; Officer Clarence Herlitz, San Francisco Police Department; United States Government, Bureau of Standards; C. N. Gilley, Gilley, Mank and Gillespie; Enterprise Oil Burner Company; Rayfield Automatic Oil Burner Distributors; Laundry Owners National Association; Gano R. Baker, Westinghouse Electric Company; General Electric Company; Clinton Guldager, Marshall and Stearns Company; Charles N. Karr; Armstrong Cork Company; S. C. Johnson and Son, Inc.; United States Department of Commerce; Rubber Manufacturers Association; National Association of Marble Dealers; Portland Cement Association; Save the Surface Campaign; Boyd Oliver, Official Attorney for Apartment Owners and Managers Association of San Francisco; United States Department of Agriculture; Hamilton Beach Company; Horace C. Banks, The Emporium; Captain T. Trivett; Cotton-Textile Institute, Inc.; The Rome Company; A. Carlisle & Co.

INTRODUCTION

When I started in the apartment building business twenty years ago the possibility of the apartment managers' assuming the important role in the city's activities that they occupy today was certainly not anticipated. At that time a manager was not supposed to be particularly clever. On the whole he or she was more or less a housekeeper, merely showing the apartments, taking deposits, and supervising the janitor.

The march of progress has put them in a different class entirely. They now manage one of the largest industries in our country, the annual income of which runs into many millions. Upon the management depends the success of a $100,000 apartment investment, just as vitally as the success of a department store or any other merchandising business depends upon its business head. Constant improvements in buildings, the addition of complicated equipment, and the ever-increasing demands of tenants for service and conveniences have taken them out of the class of housekeepers or order-takers and put them at the head of a complicated business — a business which is highly competitive and which requires constant study and alertness in keeping abreast of the times.

I have always held that apartment house management is merchandising of a highly specialized character. Just as a merchant displays his wares and employs sound salesmanship principles, so should the apartment house managers handle their buildings. One should be at

one time a good business executive, socially pleasing, clever advertiser, accountant, law student, super-salesman and diplomat.

I would like to tell you something about the motive for the formation of my Apartment Management Course. In my real estate business, troubled apartment house owners are constantly approaching me with their problems. I am often asked to make a survey of an apartment house which is running at a loss, or to appraise one for a client who is buying or selling. Almost invariably I can trace some of the difficulties to poor management. In leasing or selling these "distressed" properties, usually at a great sacrifice to the owner, the glaring mistakes of the managers were so thrust upon me that I decided that I should endeavor to do something constructive towards informing owners and managers of the necessity of making a study of this important business and not running it haphazardly. I know an owner of an apartment building containing one hundred and twenty apartments who installed a manager having no previous experience. The new manager asked me if I thought experience was necessary, and when I replied that after a few years she would realize that it was very necessary, she was quite offended. These owners had an investment of $150,000, and they were expending $20,000 additional in renovating and redecorating, yet they permitted a manager without experience to handle this big investment. Would any other merchant do anything so absurd? Do you suppose, for instance, a shoe merchant with such a large investment at stake would allow some housewife who had never sold shoes to manage his business? Certainly not. And it is just as preposterous for an owner of an apartment house to do so, for apartment operation is just as much a business as any other, and requires just as much technical knowledge. The time is rapidly passing when owners will tolerate lack of experience in managers. If a housewife, inexperienced in the business world, applied for the position of manager of my real estate business I would feel that her very application was certain proof of her utter lack of knowledge of even the fundamentals of business or

she would not have the audacity to aspire to such a responsibility. My business has no investment comparable to that of the average apartment house. Many owners recognize the fact that the apartment house of today requires a highly skilled business executive with natural qualities of salesmanship, personality, and appearance, as well as the technical knowledge of management.

The great number of owners having "distressed" properties at this time brought to me a realization of the need of some technical instruction for apartment owners and managers on how to reduce overhead and service calls and how to avoid some of the legal pitfalls that have proved so expensive to some owners. An owner or manager must know more about her business than her tenants or they can bluff her. She must know more about her employees' work than they do or they can bluff her. In short, she must know *all* about the conduct of the business or she will get herself or her owner into serious difficulties. With all this in mind, I called upon the Organizer of Classes of The University of California and presented my ideas on the subject. I then took the matter up with the Board of Directors of the Apartment House Association and received their approval, and this course is the result. The University of California Extension Division inaugurated the course and the Apartment House Owners and Managers Ass'n sponsored it. Mr. Eugene N. Fritz, Jr., its president, addressed the first group of over three hundred.

I know that in my travels among the apartment houses here and abroad I have gathered information that will be of value to every owner or manager. I have submitted my text to different experts in the business for their approval and criticisms and am offering to you the result, not only of my experience but that of other qualified authorities in the work together with a vast amount of research work in technical fields. Mr. H. M. Reed, the President of the Standard Manufacturing Company, the largest dealers in plumbing supplies in the world, wrote a most complimentary letter about the chapter on plumbing and heating, as also did Mr. N. J. Radder, head of the

Plumbing and Heating Industries Bureau. I have submitted the text on the care of electrical refrigeration to several of the largest refrigeration corporations and received their approval, and the same is true of the article on the care of heating equipment. The interest shown by the enrollment of such a large number indicated approval of my idea of placing before the owners and managers, potential and actual, at a nominal fee, the technical knowledge I have gained through my thousands of contacts with San Francisco managers, and through my 20 years experience as a builder of apartments. Strange to relate, I have never yet built a single family dwelling. Apartment building is my business and I love it. I believe I am the only woman contractor licensed by the State of California. I believe that the manager who understands the duties of a janitor and the proper manner of executing them will receive more efficient service from him than one who is unfamiliar with his work. I also believe that an owner can get satisfactory service only from a manager who comprehends ownership difficulties, as well as problems in management. I, therefore, am including in the course about four chapters on ownership, something that has never before been offered in any course to my knowledge. Besides acquainting you with the operation of apartment houses, I will illustrate to you the value of optical illusions in the use of colors and architectural lines, as well as the salient structural features of apartment buildings. It is my ambition that at the conclusion of this course each student should know what details to look for to successfully BUY, LEASE, or MANAGE an apartment house. An old guide once said to me "It isn't what you see that educates you, it's what you *know* about what you see." Hereafter, I want you to know all about what you see when you inspect an apartment house. Learn the difference between seeing and observing.

Inexperienced people do not realize the tremendous legal responsibility resting on a manager. One can cost an owner many thousands of dollars if he is unfamiliar with the California laws governing landlords and tenants. They are most important and one whole

chapter will be devoted to the discussion of these laws. Law is a course in itself but the high-lights and the most important parts will be discussed here.

One entire chapter will be devoted to interior decorating and inexpensive rejuvenating. I have endeavored to aid the owners of the older and less expensive apartment houses in this course, rather than those of the beautiful and exclusive buildings. The owners of the latter type have plenty of money with which to hire à high-priced decorator so do not need any advice or suggestions.

A skeleton outline of this course has been arranged on a chart which I believe will aid one to get a clearer picture of the relative importance of the different factors governing successful ownership and management than by an unaided explanation.

PART ONE

APARTMENT HOUSE OWNERSHIP OR LEASEHOLD

PRELIMINARY SURVEY OF AN IMAGINARY BUILDING

CHAPTER I

Apartment House Ownership or Leasehold may not be the student's objective but inasmuch as an employee should always understand the problems of his employer's business, so should each manager understand the problems of ownership. The apartment house manager occupies the key position in the entire activities of the building. He is the "hub" of operations. As such, it is imperative that he understand the duties and problems not only of those under his supervision, such as the janitor and house boy, but he must be familiar with the problems of the owner and the solutions to ownership problems. It often happens that an owner wishes to sell his apartment house and much of this responsibility devolves upon the manager. If the manager is thoroughly awake to the advantages and attractive sales features of the property he is far more valuable to the owner in effecting a sale. Some builders have managers who are never called upon to manage an apartment house but merely are transferred from one house to another solely for their exceptional rental and sales ability even though they have not the technical knowledge or business ability to manage a building. The average manager is more of a hindrance than an aid to a sale. Many capable real estate salesmen prefer to have a manager take no part whatever in the sale of a building. Nevertheless, a buyer often returns without the salesman and interviews the manager, so he should always know

how to help the owner sell. It is a dreadful but not an uncommon error for a manager to try to prevent a sale, fearful lest he may not be retained by the new owner. Often the owner's sale is entirely dependent on his manager; therefore, I am devoting the first three chapters of this book to the study of a building and how to survey, analyze and appraise an apartment house.

The chart which I have prepared (see page xiv) shows the five major factors in the successful ownership or management of an apartment house. Also the relative importance of the different factors and their various divisions and sub-divisions.

Let us consider and inspect an imaginary apartment building assuming that we wish to lease it for a long term. This is only our preliminary survey. We will cover the same ground later with more detailed analysis of care, upkeep and operation.

LOCATION:

Always bear in mind that a given building costs as much to construct (on a level lot) in a poor location as it does in a good renting district. The best apartment house in the world in the wrong location will be a failure. Since a far greater investment is in the building, the cost of the lot is relatively unimportant. If economy is necessary it is much better to reduce the outlay on the building rather than on the lot. The principal factors governed by location are rents, service and type of tenants.

RENTS:

Rents are determined by the following conditions: average charged in the district, ratio of income to expense; view, sun, landscaping and distance to cars, shops, parks, playgrounds, schools, and the center of the city. Apartments having a marine view usually command from 5% to 10% more rent than the same apartment without a view. At least one room in each apartment should be sunny, otherwise the rent is affected. A garden or roof garden is an asset in the renting of an apartment. A vacant lot adjoining a building can either be a liability

or an asset from a rental standpoint. It should be clean and well kept at any cost, but if it can be planted it will be a decided asset. However, it is usually dangerous to buy a building adjoining a vacant lot for if a building is erected on it your income may be reduced, or you may find it necessary to make a large expenditure in order to support your building when the adjoining lot is excavated. The rent is very materially affected by the distance to the cars. It is also important to know the distance to parks, schools (elementary, high or junior high), public garages, etc.

In some locations the demand is greater for furnished apartments and it behooves the manager to check carefully and systematically throughout the district to determine whether this is indicated, and if so to furnish some of the apartments.

Appraise the lot independently of the building and be sure that the building is the proper type for the neighborhood. No matter how economically a building is constructed, if the neighborhood in which it is built is not sufficiently exclusive to merit the expense it will not be a good investment.

BRIEFLY APPRAISING A LOT:

Look up the recent sales in the block or inquire from the adjacent owners as to the front foot value of the land, always bearing in mind that the width of the lot up to a certain point materially affects the value per foot. For instance a 25 or 27.6 foot lot will be worth less per front foot than a 30 foot lot, because of the limited type of building it would be possible to erect thereon, but a lot over 30 feet is adaptable to many floor plans. However, over 50 feet the increased possibilities are negligible. This is a most important feature to consider; if the adjoining lot is not built upon try to determine what type of a building is likely to be erected thereon. Owners have been bankrupted by an adjoining owner excavating to a great depth, as the California law states that the owner of a structure must support it. I have known that operation to cost one owner as much as $27,000; in this case it

would have been far more profitable to the owner to have demolished the structure, which was old and obsolete, thereby placing the expense of bulkheading the lot to retain the earth, upon the builder who was excavating the adjacent lot. A fence is not considered a structure. I have also known of a six-story concrete apartment house having the income cut fifty per cent by the erection of high buildings on the lots in the front and rear. The new structures which were both erected at the same time took away all the sun from the rear apartments, and the front apartments lost their marine view. It is extremely dangerous to buy property unless the lot is of ample size to assure sun and view.

Other important factors to consider before buying or leasing are, type of the surrounding improvements, view, whether it can be obstructed; distance to car line; other transportation, schools, nature of future probable developments, distance to neighborhood shopping district, and distance to the heart of the downtown business district.

SERVICE:

Location determines the amount of service given by an apartment house. In a high-priced district it is almost mandatory to have a door-man, elevator boys and maid service. Less expensive apartments only furnish cleaning service for floors and windows. A manager will add to the popularity of the house if he can furnish a maid on an hourly basis at a reasonable price. A tenant should be able to obtain a maid or caterer immediately by telephoning the manager. Under the discussion of service there are many courtesies and conveniences that will be analyzed at length later.

FLOOR PLAN:

Someone has said that the mistakes of an architect are not so easily buried as those of a doctor. Each individual apartment must contain as many elements of the ideal home as possible. Compactness, with a feeling of spaciousness, utilization of all area with ample pantry space, ample closet space, and square halls, are factors which make

apartments desirable and easily rented. "Floor plan" is a major subject which must be considered with the following aspects in mind: Flexibility, adaptability to location, and construction and equipment.

FLEXIBILITY:

A "flexible" house is one containing apartments having different number of rooms, for instance, twos and threes or twos, threes and fours. A non-flexible house consists of apartments all having the same number of rooms. This limits very materially the number of possible tenants out of the prospects inquiring for apartments and hence increases the difficulty of keeping the house full.

ADAPTABILITY TO LOCATION:

A building is adapted to its location if it fulfills the demand for a certain sized apartment in a given district. For instance, a five or seven room apartment is difficult to rent in a downtown location for large apartments should either be in an aristocratic neighborhood or where conditions are more favorable to children, such as light traffic, proximity to schools, parks, etc.

CONSTRUCTION and EQUIPMENT:

The subdivisions of construction and equipment are as follows:

FOUNDATION:

The foundation should be examined for cracks, imperfections or serious settlement. In the larger cities of California the city ordinances specify the size and depth of the foundations. However, your inspection should show whether there are any cracks of material size. Hairline cracks are due to volume changes and have no great significance, but wide, vertical cracks are due to settlement and may be a source of expense in the future. Or it may be honey-combed which indicates an improper mixture of the concrete. If the building is very old, a careful inspection should be made of sills to see that there is no dry rot nor infection by termites. A sill is a wooden strip running horizontally along the top of the foundation. If you are in doubt

about any insects infesting building, consult State Entomologist or send specimens to U. S. Bureau of Entomology, Washington, D. C.

THE EXTERIOR:

The exterior of the building should be pleasing but simple and preferably of a "type." The Colonial, English, or Spanish type does not become obsolete and "queer-looking" like the "hodgepodge of ideas" that some of the builders erect and are visible in every district. One can almost tell to a year when some of these ideas were conceived. The familiar "wooden lace" of the nineties—some call it "jigsaw art" — and the wide cornices of 1910 and the early stucco exteriors tell their ages, regardless of the care and maintenance the owner may give. But how would you tell the age of a true Colonial or a true Spanish design if reasonable repairs were made? I think some of the so-called "futuristic" designs will soon be so absurd-looking that they will be regarded as monstrosities. One building often embodies all of the ideas the designer ever had, for instance: a colonial entrance, combined with a Spanish tiled roof, Gothic arches and a few plaster ornaments scattered over the front.

A feeling of height or squattiness, of dignity or commonness can be given a building by a few fortunate or unfortunate lines or ornaments by the architect. Simplicity and dignity should be the guiding factors in design. I have taken clients to an apartment on many occasions when they would refuse to enter the building on account of the exterior. The extremely low price charged for steam cleaning the front of a building makes it seem inexcusable for a building to appear dirty. I have had it cost me as little as $20.00 for the cleaning of the front of a three story building.

The color of the paint should harmonize with the adjoining houses. Their colors should be given every consideration when building or repainting, and the trim should not be too great a contrast to the body of the house.

If you have not sufficient confidence in your own judgment in-

vestigate as to the competence of the architect who designed the building. If you find that a recognized apartment house architect did the designing it should give you great assurance in your selection.

An apartment where there is no sound-proofing is an abomination. When inspecting an apartment, listen carefully for noises from the adjoining apartment, or from the one above. In a frame building some noise, such as footsteps, piano-playing, radio, etc., from above is unavoidable, but no sound of talking should be distinguishable, particularly through the wall dividing the two apartments.

A good grade of hardware should be used, as cheap locks prove very expensive before the building is five years old.

BASEMENT:

Ample store rooms and garage spaces are vital to the success of a building. Storage space at least 4x6 feet should be available for each apartment. However, if this is not possible, a large store-room will suffice. Often times a large store-room can be divided into small compartments by wire netting very inexpensively. This material is preferable to solid construction on account of the light and ventilation. While this is not burglar-proof it is a deterrent to petty thievery. If the tenant is required to furnish his own padlock for the door to his compartment it relieves the owner of the legal responsibility in the event of loss by theft, providing reasonable care has been exercised. Many prospects have been lost because of insufficient storage space, particularly during the present depression when families are moving from larger homes into small apartments. Look carefully for the sewer cleanouts and the shut-off valves for the water service. Each run or tier of plumbing should have a clean-out. For instance a tier of bathrooms or kitchens will each have a sewer and one section of it should contain an opening through which it can be cleaned. Otherwise, in case of a stoppage it would be necessary to break the

sewer to clean it out. See whether the refrigerator motor is air-cooled or water-cooled. If water-cooled your water bills will be high.

GARAGES:

Garages that do not permit each car to be removed without interference with another are costly and create friction between tenants. The different stalls should be divided by wide white lines and numbered to correspond with the apartment. Tenants invariably leave in a hurry in the morning and it is most annoying to stop and move another person's car. It is irritating to the owner of the other car also, as one does not like to have a stranger drive one's car. Such occurrences will be a source of constant annoyance and friction between tenants, and may eventually be the cause of their moving. It is far better to let them rent space elsewhere, unless you have a resident janitor to move the cars for them. Each apartment should have a garage space, but if it has not, don't crowd in too many cars. Rent some apartments without garage. Be sure that the garage and all courts drain into the sewer properly. At least one faucet should be in the garage.

FURNACE:

Before buying or leasing a building have a boiler insurance inspector look at the furnace with a view to insuring it, and he will quickly tell you if there are any cracked sections. I have known many buyers who were forced to rebrick the firebox or replace a boiler section almost immediately after purchasing a building. It is important to have a boiler of standard make so that replacement of parts can be quickly obtained. An apartment recently sold contained a good boiler. However, due to a careless janitor a section became cracked and as the local agency had gone out of business the owner could obtain a new section only by sending to New York. As this would cause a delay of one month she was compelled to buy a complete new heating equipment at a cost of $1,200.

LOBBY AND PUBLIC HALLS:

The lobby is next in importance to the individual apartment and should be given careful attention. First impressions are the most lasting, and the first impressions of a prospective tenant are created in the lobby. We have had many clients refuse to look further than the lobby of an apartment house because the owner had failed to make it cheerful, hospitable, and inviting. If the ceiling is low, it can be so treated that it will have the appearance of height. A tall mirror will create the feeling of height and a wide one will make the lobby appear wider. No horizontal ornaments or moldings should be used on the walls as that neutralizes the vertical lines and reduces the perception of height. Nor should there be any dark colored ornaments or beams on the ceiling if you need the feeling of height, as that tends to lower it in appearance. The lobby windows should be so draped as to increase the feeling of height. A home-like, hospitable atmosphere may be created by ferns or greens. An illusion of width can be created with the carpet or tile on the floor. Tile is, of course, more up-to-date and practical. I have seen a narrow lobby made to look roomier by the removal of the carpet and good linoleum imitation-tile put in its place. Public halls should be wide and well ventilated and each one should contain an electric outlet for vacuum cleaning. The carpets should be amply padded and, if you wish to be sure that a good floor is underneath them, a small corner of the carpet should be raised; some builders do not put in tongue and groove floors. All hall windows should be curtained and attractively dressed. Remember that a valance shortens the height of windows and ceiling. There should be a locker for each apartment, either in the halls or the rear porches for milk bottles and packages. A door closer or even a cheap spring hinge on the hall door leading to the service stairs will add tremendously to the appearance of the public halls by holding the doors closed, as well as lower heating expense by retaining the warmth in the halls.

ROOF:

Inspect the roof carefully. If there is evidence of new sections having been added to it there is a possibility of frequent repair in the near future. Patches of fresh tar and gravel signify recent leaks. Scrutinize the sumps (boxes over the leader pipes). They should be equipped with wire strainers to prevent the gravel or refuse from being swept down into the sewer at the next heavy rain. In one building there was no gravel for a space of 10 square feet surrounding the leader pipes. I questioned the janitor who admitted that each winter it had been necessary to tear up the sewer in the basement. The plumber should have called the roof condition to the owner's attention, but he preferred to have an annual repair job.

Radio poles should not disfigure the roof by being placed at all angles. They should be painted and placed where they will not be visible from the street and the wires at least 8 feet above the roof.

ROOMS:

Apartments rent much more quickly if the rooms are large and airy. A living room should be large and well proportioned. 18x20 is a popular size. There should be at least three electric outlets in the baseboard. In purchasing or leasing a building don't inspect one apartment and assume they are all alike. You will naturally be shown the largest and most attractive rooms first, and those most recently redecorated. Before making any decisions the prospective buyer should inspect each and every room in the building.

BATH ROOMS:

In the last few years the bathroom has assumed almost as much importance as the living room. Colored fixtures and tile have, as some wag said, "taken the bathroom out of the Saturday night class." Builders seem to vie with each other in making the most startling color combinations. The style will be so over-done that it will again swing back to the white tile bathrooms, and the vivid colors will become very tiring and obsolete. If a builder reaches a happy medium

and only indulges in the softer or pastel shades the baths will always be in good taste and pleasing to the eye. The towel bars, hooks, soap dishes and glass holders are usually permanent, and any other arrangement is costly. Like the curtain rods, the damage to the woodwork from constant changing is more expensive than the price of the fixtures. Some close-figuring builders allow the hot water pipes to closely parallel the cold water pipes, which involves a great waste of heat and water. Such an arrangement makes the cold water warm and vice versa. Turn on a cold water faucet in the bath room and if the water is warm the builder has erred. Also see if the soap dish is warm. I have seen soap dishes that were entirely useless because the hot water pipe was directly under them and the soap would melt and run out.

Be sure that the shower curtain is ample in width and breadth. If it isn't, the water will splash on the floor and walls and make extra work for the tenant, creating dissatisfaction and building up a dislike for a stingy owner.

The medicine cabinet should be ample in size and placed over the wash basin with a mirror on the door and one or two lights directly over it or beside it operated by a switch. The toilet should flush quietly. Whether a valve or tank is preferable is debatable.

The best toilet seat is the cheapest. Every bathtub should have the plumbing pipes exposed on an outside wall, or an opening left in the wall so they can be reached for repairs without removing the bathtub or tile. I have seen innumerable bathtubs without shut-off valves or any way of shutting off the water without depriving the entire house of water. One plumber even failed to have a valve at the intake and, when a pipe broke it was necessary to turn off the water at the meter in the street. It is very important to have shut-off valves at each fixture.

Showers make an apartment more rentable and should be installed if for no other reason than the saving of water, as the average man uses about half as much water for a shower as a tub bath. Each

bathroom should contain a linen closet, or there should be one near by. A convenient arrangement eliminating a clothes hamper is to cut a hole in one of the lower shelves of the linen closet using the bottom part as a receptable for soiled clothes, reached by a small door at the bottom of the closet. This conserves valuable space. I can remember the time when a bathroom with a tiled floor was worthy of great pride and comment, but today builders are spending more money and thought on their bathrooms than on any other part of the house. Some color combinations in tile and fixtures are often very bizarre and startling but some are beautiful and make it difficult to bathe hurriedly, as one loves to linger in the harmonious atmosphere. The bathroom has a very material bearing on the cost of a building, which will be discussed later.

THE ELEVATOR:

The elevators vary greatly in price and upkeep; hence they are to be carefully considered when one is choosing a building. The speed and quietness of operation have a great bearing on their cost.

WINDOWS:

Ample windows should be in each apartment, but too many are apt to create renting resistance. They do not permit enough wall space for furniture and the cost of the drapes may cause the prospect to hesitate. Then, too, it costs more to heat a room with many windows. A window transmits 60 B. T. U. (British Thermal Units) more per square foot per hour than a wall. In double-hung windows, the lower sash slides up and the upper one slides down. Double-hung sash are very much more practical than casement sash, in my opinion, both from a utility and a health standpoint. The fact that they can be readily screened is also in their favor.

Casement windows open as doors. The casement or French window may give a more pleasing appearance from the exterior, but economy and other advantages of the double-hung sash offset that. There are very few days in the winter when a window can be opened

full-length but there is no other way to get ventilation with a casement window. As a result the room is cooled too quickly, subjecting the occupants to the danger of colds and other ills. The shades whip in the wind and the floors are liable to be stained from the rain. The curtains are sure to blow out, and nothing chills the heart of a manager quicker than to see her clean, crisp curtains waving signals of distress in the wind or fog. If steel sash are used, check carefully for signs of rust and for bent window frames which admit drafts. A lighted match will aid in detecting drafts. If the windows have metal weather-strips there is an increase in value of the building of several hundred dollars, as the installation costs considerable, and there is a great saving of heat. Experts say 26% of the heating cost is saved on windows and 4% on doors which are weather stripped. Windows in the dressing rooms and closets are always an added attraction as both buyers and tenants appreciate their light and ventilation.

CLOSETS:

It is of tremendous importance to have generous closets. A shortage of closet space has lost many a tenant. See that closets and dressing rooms contain ample shelves. If the closets are large, they should have an electric switch. Be sure that the kitchen has sufficient cabinet space.

PRIVATE HALLS:

An ideal arrangement has no long private halls and has a spacious reception hall which gives the feeling of roominess on entering the apartment. This reaction is sometimes obtained by the use of arches. I consider arches impractical in three-room apartments where the living room is liable to be used as sleeping quarters, as they afford no privacy for the sleeper. In two-room apartments where the living room arch is quite close to the front door it is impractical, as conversations are easily heard from the main hall, or radio and other noises greet the visitor passing through the halls, and create a tenement house atmosphere.

An apartment with a long, narrow reception hall is not a well-planned apartment. Such a hall is difficult to carpet and furnish, and detracts from the living room. It should be as nearly square as possible, not narrow. 8x8 is a splendid size for a reception hall in small apartments. There should be at least one electric outlet in the baseboard.

REDECORATING:

If there are any apartments which are in need of redecorating make a note of them and deduct redecorating cost from the price you are willing to pay for the property, for it is an expenditure that you will be called upon to make almost as soon as you take possession. Tenants have a way of demanding concessions from a new owner that they wouldn't ask of the old. It is poor policy to even show an apartment if it is in need of redecorating. The average person has no vision so that there is little possibility of renting it. There are many suggestions for redecorating and renovating that will be brought out under "management."

BEDS:

Uncomfortable beds have caused many vacancies and if the building has the old flat link spring type add the cost of replacement to your purchase price. The cost of substituting De Luxe springs for the old type is not great and the replacement is a very necessary investment. I have known new coil springs to be installed in old wall beds for as low as $7.00 each. Of course, the price depends on the type of bed you are now using. Some one has said—"Sleep is the most important commodity a hotel has to sell," which also applies to an apartment house. A printed card was posted in a hotel which I think well worth repeating, "We want our guests to be successful. While you tarry with us we want you to be not only comfortable but unusually successful in your affairs. We believe you can make more money and have more of anything else worthwhile, if you have the added vigor and ambition and charm that are all promoted by sound,

relaxed sleep. We believe it is the bed that contributes most to this end, and in particular, the mattress upon which one lies. Sleep well tonight—feel fine tomorrow. That is just what we want you to do. Good night—a most refreshing night to you." A card in the U. S. Grant Hotel in San Diego tells of the extra comfort of their mattresses and offers to extend to the guests the advantage of their wholesale price if they wish to purchase one. The comfort of an apartment guest should receive as much consideration as a hotel guest. A prospective tenant who is not dealing entirely upon a cost basis will have the same reaction to an old-fashioned bed that I have. Proper rest is so important to me that no matter how low the rental, I cannot afford to live in an apartment where the bed is uncomfortable.

REFRIGERATION:

The type of box used bears a direct relation to the cost of refrigeration. Flimsy, cheap boxes, cost much more to operate than well-constructed boxes. They are far less expensive in the long run if well-insulated and porcelain-lined. Porcelain lining is more sanitary than the painted lining, as the paint retains the odors and stains. Also it becomes worn and unsightly after short usage and is generally unsatisfactory. However, there is a very splendid four-hour enamel which dries almost odorless and if the surfaces to be painted are very thoroughly and properly cleaned and the rusted parts cleaned and primed an excellent job can be done. The care and upkeep of refrigeration, heating equipment, stoves, linoleum, etc., will be discussed in "Management."

STOVES:

If the owner or lessee furnishes electricity for cooking, the type of stove is most important, as some stoves cost much more to operate than others. It is not good business to furnish cooking fuel and is very costly, but it is demanded in some districts in certain types of apartments. The tenants are not nearly as extravagant if they furnish their own fuel. Whether the stoves are gas or electric they

should be attractive in appearance, as the model kitchens of today are colorful and inviting. An attractive modern kitchen is a strong renting asset.

LINOLEUM:

Each kitchen should be inspected and the kind and condition of the linoleum noted. Some of the kitchens may have good linoleum and the others have worn and dilapidated floor coverings. It is also important to have linoleum that harmonizes with the color scheme of the kitchen. No owner can ever afford to buy cheap printed linoleum; inlaid is the cheapest over a period of time. If the edges of the flooring have caused the linoleum to wear in some places it indicates that the flooring is of poor quality or has not been sanded before the linoleum was laid, it will require immediate correction.

CARPETS:

The public hall, stair, and lobby carpet may look all right at first glance, but examine it closely to see whether it shows wear. Note whether the carpet on the stairs has been shifted. If so, you know it won't be long until you must replace it. See whether it is well padded. A carpet with heavy padding under it will outwear two or three carpets not so padded, besides adding that luxurious feeling and quietness. Speaking of quietness, it often pays an owner of an unfurnished apartment to buy thick padding for the carpet of a noisy tenant in order to hold the tenant in the apartment below. Freedom from constant complaints will soon justify the investment, and when the tenant moves she will have enjoyed the padding so much she will probably wish to buy it. In the aisle of R. N. MACY'S department store a test was made of lined and unlined carpet, and the lined outlasted the unlined two to one. According to the American Hotel Association, carpet depreciates at the rate of 16.67 per cent per year. In other words, at the end of 6 years your carpet is valueless. As the impression created by the lobby and public places definitely stamps the quality of the house this item merits a great deal of thought.

Pointers on the cleaning, laying and care of carpets will be given under "Management."

FURNISHINGS:

If one is buying or leasing a furnished apartment house one should know how much per room it would cost to duplicate it with new furniture, then deduct for depreciation. Replacement is quite an item at the end of a year, and one cannot afford to buy furniture that will require renovating in a few months. People today will not tolerate old-fashioned, depressing furniture. Be particularly careful that a complete inventory is taken, checked and signed in every apartment before buying, selling, or renting. A bill of sale should also be given, which will be discussed later.

COST:

Naturally this is one of the most vital and important parts of the purchase of an apartment house or lease. There are three ways of arriving at approximately what this should be.

1. INTRINSIC VALUE, which is the present cost of reproduction, less depreciation for the time it has been built, assuming that there is no obsolescence. If that factor has begun, deduction for obsolescence equal to the expense of modernizing must also be made.

2. CAPITALIZATION or INCOME VALUE is another method of arriving at the value of the property. It consists of taking the *net* yearly income and dividing it by whatever rate of interest would be a satisfactory return on your investment. For instance, if you consider 20% a satisfactory return, divide the net annual income by .20, and the quotient will be the fair price of the building as given by this method. This is a very uncertain way to appraise, as income is often inflated or fictitious. Free rent or an allowance is often made to keep the income statement high.

3. RECENT SALES. This method is also rather unsatisfactory in these days of forced-sales and foreclosures and seldom gives the true

value. By taking the average of the results of the three methods an approximation of the true value may be reached.

In order that the three methods may be clear to you I have selected an actual house and analyzed it in the three methods. I have used actual income, expenses and recent sale of a twin house.

INTRINSIC VALUE

Replacement cost today as is:
$37,500.00 less 5 yrs. depreciation at 3% each year for 5 years
5,297.46 5 years depreciation.

$32,202.54 present worth of building
$12,000.00 lot value

$44,202.54 property value
$5,000.00 furniture and good will $113+ per room

$49,202.54 total value.

CAPITALIZATION

Total income (per room)		$1,000.00
EXPENSES: (per month)		
Water	$25.00	
Hall lights, refrigeration, motor	15.00	
Oil	30.00	
Garbage	7.00	
Elevator Insp.		
Insurance	18.00	
Janitor-gardener	35.00	
License	1.66	
Taxes (real and personal)	90.00	
Manager	40.00	
	$261.66	
Interest—$22,500	112.50	
Real property depreciation	80.50	
Furniture (8 yrs. life is 12½%)	52.08	
Total expenses		506.74
Net income		$ 493.26
		x12
Net annual income		$ 5,919.12

20% interest on investment ($5,919.12÷20)	$29,595.60
Encumbrance	22,500.00
Total value	$52,095.60

RECENT SALES

Twin building and furniture sold recently for $50,000.00

RECAPITULATION

Intrinsic	$ 49,202.54
Capitalization	52,095.60
Recent sale	50,000.00
	$151,298.11
Divided by 3 is approximately	$ 50,432.00

which is as close as it can be estimated.

Obsolescence is not included in this figure as, due to the addition of refrigeration and other items, it has not set in.

Of course, there are many factors that enter into cost very materially and cause quite a variation. For instance, 44 rooms divided into 12 units would cost much less than if divided into 22 units. Each bath and kitchen costs several hundred dollars more than two ordinary rooms. Then too, the living room costs more than a bedroom. These influence the intrinsic value particularly.

Appraisal is, like law, a course in itself, and no attempt will be made to teach it. However, a few fundamentals might be helpful. Experts give the life of a frame building as 25 to 30 years; electric refrigeration 14 to 15 years, heating plant and elevator 25 years, furniture 8 1-3 years. Of course, in recent years the depreciation is greater than 3% but the above appraisal in intrinsic value was made at recent prices. The depreciation during the past 6 years was abnormal. *Depreciation* is the lessening of value due to normal wear and tear.

Obsolescence is the lessening of values due to outliving its usefulness, or out-of-dateness.

It is assumed that if a business property is bought with judgment and discrimination the appreciation of the lot will offset to a large

degree the depreciation of the building. When the market is on the upswing the increase in values is as great as the shrinkage has been recently. Most of the large fortunes of the past generation were made in real estate. It is said to be the "foundation of all wealth" and until it comes back to its own and the taxes equalized, we will have no stability or security.

After hearing one of my lectures, a client of my office announced next day that she had decided not to lease the building our office had presented to her because it was next to a vacant lot and hadn't sufficient garage space, so I had talked myself out of a commission. But I want to stress here the fact that all these features I have mentioned as detrimental or unwise may be entirely offset by price, unique situation, or some other feature. Benjamin Franklin suggested that if it was difficult to arrive at a decision, a chart be made "for and against." In a purchase it might be worked out as follows:—

FOR	AGAINST
Location	No view (offset by price)
Good floor plan	Poor exterior " " "
Ample garage	Poor interior
Good roof	finish " " "
Good income	
Low price	

In other words, if the price and income will offset the disadvantages of a building it might be advisable to overlook them, particularly if the defects can be remedied. The perfect building doesn't exist, so analyze the points I have given you and decide which are the lesser evils.

CLOSING A DEAL

CHAPTER II

The chapter on closing a deal contains information which may prove helpful in buying any real estate. A statement of income and expenses may be presented by the agent, but it may not be accurate through no fault of his. The owner may misrepresent to him and, necessarily, the agent would misinform the buyer. The following expenses should be shown on a statement:—Taxes; water; scavenger; gardener; insurance; janitor; license; fuel; manager; elevator inspection; electricity for halls, elevator, refrigeration and motor. Quite often one or more of these items is overlooked in a statement and the net income does not measure up to expectations.

After ascertaining the name of the firm collecting the rents it is advisable to obtain permission of the owner to verify the income from their records. Also have the question of free rent carefully scrutinized. If there are leases on the apartments showing that two or three months rent is being held by the owner as security it is no doubt a concession made by the manager instead of cutting the rent, and the purchaser will have trouble when the leases expire. I am a strong advocate of offering a concession to a tenant who will sign a lease and always advise a reduction of $2.50 to $5.00 per month if a lease is signed. It is worth that much to know that a tenant is not looking around and moving without notice. A stable and assured revenue is a joy and well worth conceding a few dollars to obtain. This, how-

ever, is on the assumption that the lease is made to responsible parties.

Another important item to remember is the number of various documents one should demand. I strongly recommend closing any deal through a reputable and long established realtor's office, and always place the papers in escrow in a reliable title insurance company office. However as they do not wish to make it difficult for a broker, one should know what papers are necessary and make a demand for them. Following is a list of the usual documents:—

Deed
All leases—properly assigned
All sub-leases or assignments
All chattel mortgages with assignments
Insurance Policies:
- Title Insurance
- Furniture
- Fire
- Earthquake
- Public Liability
- Plate Glass or Rental Insurance

(Proper endorsements on above)

A signed notice to each tenant of seller's waiver of interest in the future rent—amount of rent due.

An executed, unrecorded deed transferring your property, is a most precious possession. Never deliver it to your agent or leave it out of your hands for an instant. When selling your property deposit it *personally* in the title company with instructions to deliver it to buyer under certain conditions. In other words, when the other party performs the conditions under which the property was sold—deposits the purchase price—signs the mortgage or does whatever was agreed upon. THIS IS IMPORTANT.

It is most important to know that unless the name of the beneficiary under a fire insurance policy is the same in which the real

property is recorded, the fire insurance is void, thus you should obtain the proper endorsements from the seller at the time of closing.

All personal property should be protected by a bill of sale transferring title. Obtain properly acknowledged bills of sale for:—

(Personal property)

Carpets	Electric refrigeration
Stoves	" " motors
Linoleum	" fixtures
Wall beds	Oil burner and motor
Lobby furniture	Window shades

and any other personal property attached to the building by screws. All other furniture and furnishings, inventory of which should be signed and carefully checked by both parties. I know of one instance where a highly financed building was sold and when the buyer took possession, the owners of all this equipment pounced on him and repossessed all the equipment which had been bought by the builder under contract of sale. It was all in default and the owners were delaying taking possession because the builder had told them he had a sale pending, and they would be paid. However, this was such a common practise and many buyers lost so heavily through it that I believe they cannot repossess it now unless the contracts of sale are recorded. However, unless a search of the records is made there is no way of knowing whether such an instrument is recorded. If one demands a bill of sale or paid receipts for all those items one will be comparatively safe as it is seldom a seller will falsify to a bill of sale, although we have even had one experience of that kind.

If the building being purchased or leased is new, written guarantees should be demanded from the builder on the plumbing, heating, refrigerators, carpenter work, tile, electric work and stoves for one year, and a five year guarantee on the roof. The sub-contractors usually give these guarantees to the builders and he should hand them to the purchaser, together with his own guarantee. Then if builder

is negligent, or goes out of business, purchaser can communicate with the sub-contractors.

Also obtain the following closing bills—

Water	Current license (no penalties)
Electricity	Tax Bill (real property)
Fuel Oil (final)	Tax Bill (personal property)
(pro-rate for the amount in tank)	Statement from bank on mortgage
Elevator inspection	showing balance due on mortgage
Garbage Removal	at date of last interest payment
Janitor	Insurance bill (be sure this is paid
Gardener	before pro-rating)

The broker should provide a pro-rating statement showing just how much rent is due from each tenant and dates of their last payment; also last payment of interest on the loan, unpaid balance of loan, date of mortgage expiration, and other items of pro-rations. The purchaser should also have a copy of the note and encumbrance on the property and know whether there are any unusual clauses. Many mortgages provide that when the title changes hands the mortgage is immediately due and he may thus find himself with an encumbered property on which the bank demands immediate payment of a large sum. In signing an "agreement to purchase" a buyer should know that there is a vast difference in the words *"assume and agree to pay"* and *"subject to"* an encumbrance. If purchaser "assumes and agrees to pay" the encumbrance when buying a property, and then sells the property "subject to" the encumbrance, he is still liable after the sale if the new buyer is unable to pay and there is a deficiency judgment after foreclosure or trustee's sale. The buyer may take the property, collect thousands of dollars in rent and not pay taxes or interest, and the entire debt, with accumulated charges, comes upon the former owner.

One should be sure when selling property that the buyer "assumes and agrees to pay" the encumbrances.

FINANCING:

So many property owners are uninformed as to the difference in a mortgage and a deed of trust that I will take a moment to explain the difference. The most important difference lies in the action taken in the event of a default. A mortgage foreclosure requires a court action and the sale under deed of trust does not. A mortgage must be foreclosed upon, and the first step is to get a title search which will disclose all the interested parties, for it is necessary that all people interested in the deed, liens or encumbrances must be served with a notice of the court action and made defendants therein, as well as the occupants. If the owner has no defense the judgment is entered and the property sold. The sheriff then posts notices and advertises the sale. The greatest advantage of the mortgage over a deed of trust lies in the fact that after the property is sold and the sheriff has issued a certificate of sale, the owner has one year in which to refinance and redeem, or sell his redemption rights, before the sheriff issues a deed. This prevents the mortgagee from underbidding on the sale and entering a deficiency judgment. Many find it possible to liquidate other holdings and redeem their lost homes.

A deed of trust in default is quite a different matter. Until the year 1933 it was not necessary for the owner or anyone else to be notified, except the trustee. The beneficiary executes and delivers to the trustee a declaration of default and demand for sale. He must now give written notice to the property owner of the recording of the notice of default, also of time and place of the sale, provided owner has recorded a demand for such notice. Sale can be demanded immediately, but it is customary to give the trustee 30 days' notice. A notice of breach must be recorded in the same county where the property is located, but sometimes the owner never sees it, and, if he should see it he might not recognize it from the legal description. Possibly just the lot and block number are mentioned. (All deeds of trust in the future will probably carry the

demand for written notification to trustor of the recording of notice of breach.)

If the beneficiary sees a large crowd at the sale and anticipates that they will bid the property up, he can postpone the sale until they lose interest and then buy it in at a small portion of its worth and take a deficiency against the debtor. Three months elapse after the notice of breach is filed. The beneficiary advertises the sale once a week for 20 days prior to the sale. A notice is also posted in three public places in the county and on the property. The sale is final and there is no redemption period.

Other clauses in the 1933 act: (1) whenever, by virtue of an accelerated maturity clause, a note becomes due property owned may any time within three months of the recording of the notice of default, pay to the beneficiary, or mortgagee, the entire amount then due under the deed of trust, or mortgage, except such portion of the principal as would not then be due except for the accelerated maturity clause, and such payment shall cure the default.

(2) If a deficiency judgment is desired it is necessary to set forth in a complaint the entire amount of debt at time of sale, the amount for which property sold, and the fair market value thereof. If the former owner is dissatisfied he may, ten days before trial, make application to the court for expert appraisal of the property to establish a fair value. The court may then render judgment for the differential with interest.

(3) No deficiency judgment on any sale between June 1933 and September 1935 may be obtained unless notice of breach was filed at least one year before such sale; in other words, unless the holder of the note is willing to waive his right to a deficiency judgment, he cannot foreclose within one year after recording notice of breach prior to September 1st, 1935. This applies to all types of property.

The greatest curse of the apartment house business is over-financing. It hurts the man without an encumbrance, because a foreclosure causes a big drop in the rents of a neighborhood. The property has cost this mortgagee so little that he can cut rents and still get a good return on his investment. No other merchandiser could borrow on his business the same proportion as has been loaned on apartment houses. Some of the loans were up to 90% of their full value, at the time they were built. I knew one builder who borrowed $5,000 more than the total cost of the building and lot. In other words, he "sold" his building to the mortgage company. Unfortunately, this is not an isolated case.

A conservative owner with a reasonably assured income can afford to buy property with a 6% bank mortgage on it, and may assume a long-term second encumbrance, even though the interest rate is high, if he is able to amortize one or the other. But a sinking fund must be established to reduce that loan or there will be trouble.

Of course, the safest financing consists of a first loan only, placed with a bank or insurance company. It should be amortized as rapidly as possible, but provision should be made so that the payments gradually diminish so they will not be excessive when the earning power of the building decreases.

The lessee may not be interested in the manner in which the owner finances his building, but that is because he does not realize that a foreclosure voids his lease unless it has been signed or accepted by the mortgagee. If a lease is unprofitable to the owner he may seek a friendly foreclosure and then buy the property back free of the lease.

Many building and loan companies formerly charged 8.4% interest and it was absolutely confiscatory. An owner's equity was simply absorbed. These loans were necessarily top-heavy because they could not have obtained that high interest rate if the loan had been conservative. The loan companies also demand a 3% commission, attorney's fee, etc., and insist upon placing all insurance. As the amount of insurance determines the commission the building and loan properties are invariably over-insured. I consider this type of financing

unsafe and have never owned a building so financed. In 1933 the legislature forced all these 8.4% loans to be reduced to 7% which is still too high to be profitable to the owner.

BOND ISSUES:

This is the costliest type of financing. It is so great that it is seldom attempted where the loan is under $250,000.00. On a $500,000.00 loan the under-writing charge alone is $50,000. Then the exorbitant attorney's fee, architect's fee, insurance commission, 8.4% interest, heavy amortization, and provisions for exorbitant receiver's fee in the event of trouble make it prohibitory. The answer is that almost every bonded apartment house in San Francisco is now in the hands of the receiver.

SECOND ENCUMBRANCE:

If the owner accepts a second encumbrance as part payment for a building, with interest at 7%, I would not criticize the purchaser for assuming a second Deed of Trust provided he does not pay too great a premium in excessive cost for this conservative loan. By this, I mean that if a builder accepts a 7% second loan as part payment of a building he is apt to charge more for the building. In other words, he adds the difference between 7% and 12% over the period of the loan to his price, plus a substantial amount for discounting the paper and thus places quite a burden on the purchaser. On a 12% second encumbrance, where there is possibly a 3% commission as well, there is sure to be trouble not far distant if the loan is short-termed. A good arrangement for a purchaser with limited means is to have a 6% bank or insurance loan, amortizing as rapidly as practicable, and a purchase money second at 7%, which is an installment loan. During the greatest productivity of such a building it will pay itself off and when the day of obsolescence and repair comes the indebtedness will have been reduced and trouble thus avoided.

The chief advantage of life insurance company loans is the long period of time for which they are written. High interest rates,

bonuses, excessive commissions and heavy loans make too great a burden for the average apartment house to overcome.

STATE HOUSING ACT:

In the chapter on Apartment House Laws, we find laws discussed which hold in the event of court action, but there is a State Housing Act of California which governs the erection and operation of apartment buildings of the entire state. This business is also governed by local ordinances of the different cities. The definition of an apartment house as defined in the State Housing Act is as follows: "Apartment house or tenement house is any building more than one story in height occupied as home or residence of three or more families." "Each apartment must contain at least one room of 120 square feet, minimum area allowed in a room is 90 square feet."

Some of the most important requirements are outlined below but I sincerely hope that each student will immediately procure a copy of the State Housing Act at the City Hall or the Housing Bureau at the State Building and become familiar with its provisions, for an owner may be subjected to severe penalties through a manager's ignorance.

Food may not be cooked in bath, shower, slop-sink, or toilet room nor can anyone use as a bedroom, a kitchen hallway, bath or any room not complying with sleeping room size and condition as provided in Act.

Lights must be kept continuously burning in every public hallway, stairway, public water closet, elevator and fire escape egress, where there is insufficient natural light to permit a person to read in any part thereof. The provisions of this section shall not apply to any apartment house with not more than two apartments above first floor.

Every owner or lessee of an apartment house is required to file his name and address, together with description of his property in the Housing Bureau.

A janitor, housekeeper, owner, or responsible person must have charge of and reside in (or on the same lot) every apartment house containing 8 or more families.

It is unlawful to keep dogs, cats or other animals or any poultry in an apartment house. (See Section 74.)

LICENSE FEE

SAN FRANCISCO, CALIFORNIA:

It is based on gross receipts as follows:

Not over $1,000 per quarter	$3.00 per quarter
Not over $1,000 to $3,000 per quarter	5.00 " "
Not over $3,000 to $5,000 " "	7.00 " "
Not over $5,000 to $7,000 " "	9.00 " "
For every $2,000 or fraction thereof	3.00 additional

There are severe penalties for non-payment and the tax and penalties are a lien against the property, so it is important to check on the license when buying or leasing a building.

PENALTIES:

If not paid within 30 days after due date	10% increase
If not paid within 60 days after due date	15% "
If not paid within 90 days after due date	25% "
If not paid within 6 months or more	50% "

OAKLAND, CALIFORNIA:

The fee in Oakland is based on the number of rooms, as follows:—

50c annually for each room contained in the building. A kitchen that contains 50 square feet of superficial floor area is counted as a room. (As defined in the State Housing Act.)

In a building containing from 1 to 4 garages	$1.00 annually
In a building containing over 4 garages	$2.00 annually

There is no exemption on garages.

A limit of 5 rooms may be claimed as exempt for the manager or owners.

PENALTIES:

If not paid within 30 days after due date	10% increase
If not paid within 60 days after due date	15% increase.

A citation is then issued. They are due on the first day of the month after building is completed and on that same date each year thereafter.

BERKELEY, CALIFORNIA:

Ordinance No. 1549 makes it compulsory for an owner, lessee or agent to obtain annually a permit of occupancy and pay a minimum of $1.50. 10c additional is charged for each room in excess of 12, with a maximum charge of $5.00.

MANAGEMENT

PART TWO

SALESMANSHIP

CHAPTER III

What is salesmanship? It is, according to experts, the ability to produce values in the minds of others, persuading others to see your point of view. Volumes have been written on salesmanship and much is still unwritten. It is a subject of vast potentialities. It is, like appraisals and advertising, important enough to warrant an entire course on the same subject. Technical knowledge is the basis of any professional training and those who possess it possess power. It increases proficiency and proficiency increases earning power which is the objective of all of us. An apartment house manager must be exceptionally versatile and should possess technical knowledge in many different professions. Fortunately for the uninformed manager there are few owners who realize the tremendous value to a manager of salesmanship and knowledge of sales psychology. It is not only necessary in renting an apartment but as long as the tenant remains in the building he must be kept "sold" on his apartment and on the manager. How many times during the year will it become necessary to keep a tenant from becoming "unsold" because the heating plant breaks down or the janitor is careless? A sense of humor is a most valuable and necessary asset. Some people are "natural salesmen" and know intuitively what to do and say at the psychological moment but even to them, self-analysis will be helpful.

Charts assist me in conveying my message and may aid the stu-

dent in remembering, so I have prepared an outline of the most important components of salesmanship, which, in the last analysis, is the art of pleasing people.

SALESMANSHIP
- Appearance
- Personality
- Reception of a customer
- Psychology (positive—negative—prompt answer)
- Courtesy (customer is always right)
- Enthusiasm
- Merchandise (knowing it)
- Resourcefulness
- Honesty
- Truthfulness
- Dependability
- Perseverance

APPEARANCE:

Appearance is as important in a manager as it is in the building. Why dress up the apartment or lobby in a new coat of paint or other decoration if the manager, the most important part of the establishment, is untidy and dressed in poor taste? At an early hour one should arise and dress as painstakingly and correctly as though going to business in a downtown office. The apartment house business is *just as much a business* as any other merchandising, and at 8:30 a manager should be ready for duty. I have called at an apartment as late as 10 and 11 o'clock in the morning and found the manager in kimono and curlpapers. That is absolutely inexcusable and should not be tolerated. If an owner should make an unexpected early call and find this condition, the manager should be discharged. Loud and conspicuous clothes have no place in a business-like apartment house, particularly if the manager is a woman who has reached an age where dignity and refinement should be her chief charms. Only the long-suffering real estate salesperson knows how many so-called "managers" really should be scrubbing floors or washing

clothes for a living, so far as their sales ability is concerned. Judging from the appearance of some of them when showing apartments, they might actually be engaged in those occupations. I saw a woman of this type in a six story building on Broadway where the rents were high. Needless to say she had many vacancies.

A talkative and noisy manager will turn quiet and refined people from her house, even though the apartment meets their requirements. Discriminating tenants are the most profitable as they take good care of their apartments. So it behooves an owner to employ a manager who will attract them. She is really the hostess in the home of the tenants, and when they and their friends meet her in the lobby they don't wish to encounter an unattractive person. She should never under any circumstances make social calls on tenants. If it is necessary to call she should make the visit as brief as possible and not sit down and chat.

In a certain beautiful apartment house in San Francisco the lobby is of the true Spanish type. The manager lived on the mezzanine floor and when her bell rang she would invariably step to the arched balcony in an attractive gown with an exquisite Spanish shawl draped over her shoulders. She knew she made a charming picture framed by the beautiful Spanish arch and she had her prospective guests in an appreciative and receptive mood before she showed them an apartment. In other words, she "sold" them first on her appearance, then her personality. She had a pleasing speaking voice and used it effectively and was as gracious as a Spanish senorita could have been. While I do not advocate anything in business bordering on the theatrical, in this instance it was very effective, so completely was it carried out.

The loud dress and loud talk of a salesman have closed the ears of many prospects.

Cultivate a pleasant, soft voice. Many people are very sensitive to the quality of a voice. A harsh, shrill, or coarse voice disconcerts me so that I am not impressed by the manager's salesmanship or ap-

pearance. A pleasing voice is just as much an asset as a beautiful face or figure, and an unpleasant voice more of a handicap than a homely face. A loud, high-pitched voice in my office can cause me to be completely unstrung by night. It is not necessary to study voice culture but practice speaking in low soft tones and you will soon become "voice conscious." Your friends and associates will notice it and appreciate it.

The manager's apartment should always be immaculate. I often find it helpful to show it when trying to rent an unfurnished apartment so the client may visualize the vacancy furnished. Also, it may at any time be necessary to show it to a buyer.

On one occasion I spent two days showing apartments to a difficult eastern client and naturally we saw many, many apartments. It was interesting to note that she had not remembered the apartments she had seen by some outstanding feature of the apartment but by some characteristic of the manager. She would say, "this is not as nice as the one with the roly-poly manager, or the pretty manager, etc." Every apartment was visualized only through some outstanding quality of the manager, and where she was without any distinguishing features it was necessary for me to show the apartments a second time. This is only one instance where the necessity of impressing the client with the manager's appearance and personality was proved. The two are so closely associated they are almost identical, for one influences the other to so great a degree.

PERSONALITY:

I define personality as the outward reflection of an individual's character, and that character is a product of the mental, physical and spiritual qualities possessed by him. Our character is reflected in our personality as surely and definitely as a painter impresses our likeness on his canvas. I think the exception proves the rule. It is a word that is difficult to define. While we all know whether or not our associates have pleasing personalities, many of us are insensible to our

own deficiencies in that respect. It might be well for us to indulge in a little introspection and self-criticism, and if we are not by nature of a happy disposition try to act so anyway—it will pay dividends. Cultivate a sense of humor, it will pull you out of many tight places.

Webster's definition of "Personality"—"That which constitutes a person's conscious, separate existence as an intelligent and voluntary being. The attributes taken collectively that make up the character and nature of an individual. That which distinguishes and characterizes a person."

The manager is really the hostess in the tenants' future home, and it is very important to them whether she has a pleasing personality and will be gracious when something goes wrong in their apartment or whether she is a forbidding-looking, grouchy person whom they will be afraid to approach if there is a leaky faucet or if the janitor forgets to turn on the steam heat. People have come into my real estate office seeking apartments who were moving because of some trivial matter, and when I suggested that their manager would probably correct the trouble, they replied that she was "so disagreeable they would rather move than ask a favor." We have many listings of desirable apartments which the real estate sales people will not submit to clients because the managers are so ungracious.

A manager should be a mild-mannered, soft-spoken, well-groomed and pleasing person who wins friends readily and knows how to deal with the public. Above all, she must be well poised. Friction is opposed to all principles of salesmanship. Arguments create friction. Remember, it is better to lose the argument and win the sale, than win the argument and lose a sale. One can't win both! One must also be a good business person who knows when to draw the line in the owner's interest.

CHARM:

Charm like personality, is an indefinable something that we feel rather than see. It is a combination of dress, manner, conduct, at-

mosphere and deportment. There are certain habits and mannerisms that destroy it and preclude the possibility of those afflicted with these detractors ever being referred to as "charming." One certainly loses all charm if every word uttered is accompanied by a blast of onion or garlic odor or an offensive breath. Any person meeting the public should carefully guard against that fault. If some constitutional condition exists causing an offensive breath or other offensive odor it is imperative that breath lozenges or deodorants be indulged in, or some steps taken to counteract it.

In my estimation the gum-chewing habit is equally offensive. I know of nothing more inexcusable or reprehensible in a salesman than to have a "wad" of gum or tobacco in his mouth, and one is just as obnoxious to a non-user as the other. The more anxious the salesman becomes to close the deal the faster he chews, as a rule, and the more resistance he builds up. This is especially true if the client has a particular aversion to the habit as I have. I would as soon see one of my salesmen go out to close a deal eating a sandwich or munching a bag of peanuts. I have stood on the sidelines and watched a salesman grow enthusiastic and by the time he was finishing his salestalk his jaws were going a mile-a-minute. It is not only distracting to the client, but immediately stamps the salesman as more or less cheap and entirely insensible to the first essential of personality, namely, consideration, and completely destroys all claim to charm. The only place where gum-chewing seems to fit into the scheme of things is at a circus or Coney Island with the monkeys and peanuts and shooting galleries—certainly not in a business atmosphere where impressions are so vital to our success.

RECEPTION OF A CUSTOMER:

Be a real salesman; always greet a prospective customer with a welcoming smile. Go toward him—don't wait until he roams around and finds you, for that sets up resistance immediately. (That applies to any office as well as an apartment house.) The manager's apartment should be located conveniently near the lobby, where she may be seen almost as soon as the prospect enters, and it should not be necessary for the prospect to observe the number of the manager's apartment nor to seek her. Inquire as to the prospect's requirements, what sized apartment, etc. Let him know that you feel honored that he would permit you to show him your apartment. Always show it with pleasure, and it must be sincere pleasure, not mere gushing words. Insincerity is quickly sensed and lacks impressiveness. Merchandise must be appreciated by the salesman before he can make others appreciate it.

If you must climb the stairway with the prospect, be leisurely about it. Chat a second on the landings about the advantages of your locations, etc. In one building I owned, there was a lovely view from a window on the second landing and I always lingered there a moment. Don't rush people around until they are breathless. Always remember that they have probably been at the nerve-wracking, house-hunting task all day and are weary and impatient. Be restful and sympathetic and considerate. You may be tired and weary but you should zealously conceal that. If they inquire about the price before they see the apartment, invite them to see it anyway, even though the price does not suit them, as they may have a friend who is moving and they could recommend it, or ask them to see it to use as a basis for comparison. Always grasp every opportunity to show your apartment. People seldom abide by their original intentions. If they insist upon a view when they start looking, someone is likely to rent them a viewless apartment. The easterners I mentioned earlier started looking for unfurnished apartments. I had a furnished home I was particularly anxious to rent for a friend so I suggested that we see that place first to use as a basis for comparison. Each home or apartment we visited was compared to the first one and its superiority and advantages stressed. Finally, at the end of two days I suggested that we call there again just to refresh their memory. We were tired and weary from the ordeal and when we returned to the comfortable

chairs and the cozy atmosphere after the uninteresting array of vacant apartments we had seen, the thought of unpacking and uncrating their furniture at that time (which I diplomatically suggested) was too much, and after I showed them ample storage space, I closed with them on a furnished home costing $50.00 per month more than an unfurnished apartment. Of course, had they not been well situated financially, it would have been poor business to have placed them in an apartment beyond their means. They were vacillating and wavering, and I made up their minds for them.

Never urge a prospect to take quarters too expensive. They are justified, according to statistics on housing problems, in expending no more than one third of their income for rent.

PSYCHOLOGY:

My conception of (sales) psychology is the grasping and understanding of the mental reactions and impressions of the prospect. One can sense his objections or desires before he voices them if one is versed in psychology. If they are offset or stressed, as the case may be, before he expresses them less sales resistance will result from them.

Also remember that a prospect may subconsciously sense your insincerity if the salesman is not "sold" on his merchandise. Let every statement be a positive or a constructive one. If attempting to convey the fact that the apartment is not noisy, say "It is quiet." Always avoid a negative statement. A certain manager in Los Angeles in answer to an inquiry as to whether or not she had a vacant apartment replied, "Yes, I have one but it is on the top floor and I have no elevator." I was then living in that type of apartment and I really wanted to see it, but before I realized it, I was out on the street. I was most annoyed, but I wouldn't go back. She had told my subconscious mind that I did not want it and I had obeyed the impulse to leave when I really didn't want to go. Had she been gracious and anxious to show it she would no doubt have rented it to me. She

was not interested in showing her merchandise or pleasing me, and I probably never would have been happy there.

Webster's definition of psychology is broad and ponderous but interesting: "The science of the human soul and its operations. The science that treats inductively of the phenomena of human consciousness and of the nature and relations of the subject of them. Psychology is a science which describes and explains the phenomena of consciousness as such."

COURTESY:

"Never argue with a customer, he is always right" is the adage of the merchant and it is a good one. Well bred people are always courteous, for that is a primary constituent of good breeding. Courtesy plays an important part today in the conduct of all business. The larger and more successful a firm, the more attention it pays to courtesy. The major oil companies are splendid examples of the adoption of this principle. Always listen courteously to all objections, complaints, and requests of a tenant. If she is cross or irritated, promise to give the problem your careful attention, or take it up with the owner. If her request is unreasonable, postpone the date for your refusal to comply with it until she is in a more rational frame of mind. Natural courtesy is usually accompanied by natural cheerfulness, for in the last analysis, one cannot be gloomy and pessimistic and be courteous. Courtesy is essentially consideration. Cheerful courtesy flatters the ego of the prospect and immediately puts him in a pleasant and respective mood.

ENTHUSIASM:

Enthusiasm should be tempered by poise. Don't let your enthusiasm run away with you and cause you to do all the talking. Let the prospect present his case first. Be enthusiastic and sincere but do not "oversell." Many times in my experience with inexperienced saleswomen I have stood by and shuddered at them talking them-

selves "in and out" of a sale. If it was possible I gave them a nudge or stepped on their toes.

A salesman can't know too much about his merchandise but he can certainly *talk* too much about it. It is not how *much* is said but *what* is said and *how* forcefully it is said that is effective. Not only must the salesman be enthusiastic but he must create enthusiasm in his prospect. He must interest him in what he is selling—build that interest into enthusiasm and then take the deposit.

A good listener is a rarity and is often more successful than a good talker. I have in mind a good example of this—a man with a most impressive appearance and much dignity who looked much more intelligent than he was. He let his prospects "sell" themselves and they did most of the talking. When he would gravely nod his head in approval they were flattered and if he smiled indulgently at some feature that was a disadvantage to him they were much chagrined at their error. Be well poised but listen attentively to your prospect until he "talks himself out" but make mental notes of his points of resistance and then calmly and subtly present facts that will inoffensively and logically "overthrow" his objections. Learn from the clever attorney. He listens quietly to his opponent's arguments in summing up and after the case is presented, he proceeds to undo it and present his picture.

Studiously avoid "growing stale" which is the undoing of so many otherwise good managers. It simply means that you have lost your enthusiasm and that can be avoided by conscious effort. It is said that if truth, honesty, confidence (knowing merchandise) and common sense are wrapped in enthusiasm and put into what one has to sell the salesman can mark it "sold."

MERCHANDISING:

Apartment renting is merchandising of a very technical nature. Competition is becoming keener and obsolescence is as great a menace in that line as it is in the millinery business, or any other business

where style is a factor—and salesmanship is just as necessary. When merchandise is manufactured an article of value is created, but it has no value to the customer until the salesman has created it in the mind of the prospect. If he can create a value higher than the price the prospect thinks he is getting a bargain. Many people cannot see the difference between cheap and high-priced merchandise until it is pointed out. They do not analyze what they see. A salesman must be qualified to do that for them.

I always like to compare selling shelter (renting an apartment) to the selling of merchandise. However, there is one important difference. If merchandise is not sold today it can be marked down and sold later but if an apartment is not sold today that day's rent is gone forever. So it is most important to sell quickly. If a manager put himself in the place of a seller of merchandise, who knows his stock, he would see his own deficiencies more forcibly. Everyone knows how gratifying it is to be served in an apparel shop by a saleswoman who knows the stock. How many times I have waited ages while some inefficient saleswoman looked through endless rows of gowns trying to find my size in a certain style! Had she said immediately "I haven't your size in that style but can fit you in this gown" how much easier it yould have been for her to substitute another style had she not tried my patience. Know your stock. It is not only necessary to know it but give it personality. Make it stand out over all others—make it distinctive.

A salesman who knows his merchandise will increase his sales 10% to 30%. If he does not know it the prospect lacks confidence in the salesman because he cannot answer questions intelligently or present it attractively. It also gives the salesman confidence and enthusiasm and they are transferred to the prospect. If a customer is not interested it is seldom the fault of the merchandise but of the salesman. He must study the customers—their expression and manner—and treat them as they want to be treated. He must be interested in their problems and hobbies. The salesman's success depends upon

his understanding of the customer. Every time a logical prospect leaves without becoming a tenant every word said should be analyzed, to discover why the sale was not made, also the successful sales talk to learn what created a sale. True, the stock an apartment house manager sells is not on shelves or in racks, but it is still stock. What constitutes her stock? Let me illustrate what I refer to as the apartment manager's merchandise. I have listed the department store's merchandise for comparison.

DEPARTMENT STORE	APARTMENT HOUSE
gowns	(intangible, invisible, but stock—merchandise)
hats	location (exclusive — convenient type of building—Class A etc.)
shoes	view
notions	sunshine
groceries	atmosphere
furniture, etc.	type of tenants (length of their residence etc)
	garden—roof garden
	distance to cars, schools, etc
	public garage (or private)
	service (employees) doorman — elevator boy, maid, cleaning
	service (utilities), steam heat, hot water, refrigeration, elevator, servants' quarters
	electricity included
	etcetera

A manager should be able to "sell" the prospective tenant the type of construction of that particular building for there is a difference in the tenant's insurance rate in different type buildings. If it is a Class A type a reduction in insurance may be possible and the manager

should so inform the prospect. Or if the prospect is timid about earthquakes, the steel frame construction may be an additional sales feature. Therefore, one should know the type of construction of one's building.

A Class A building consists of fireproof structural steel frame, masonry walls and floors, fireproof partitions; in fact, everything fireproof with exception of doors and windows; no height limitation, in San Francisco.

A Class B building is the same type of construction as Class A except that frame may be of reinforced concrete, and the building has height limitation of ten (10) stories in San Francisco.

A Class C building has masonry enclosure walls, but the interior construction may be of timber, concrete, steel, or a combination of them. Height limitation when metal lath is used is 84 feet; and when wooden lath is used is 55 feet.

All of these buildings must have fire-resistant roofs.

The important business of renting apartments should not be turned over to a maid or janitor-type of person. Imagine a retailer who would put his janitor in charge of his business. Nor could a good manager, who is a salesman, psychologist, purchasing agent, etc. become a good janitor. Furthermore a janitor is not usually dressed for the part of salesman—and—perish the thought—he might even show the apartment in his shirt sleeves!

A good salesman displays his merchandise attractively and invites inspection.

RESOURCEFULNESS:

Resourcefulness is, in this work, the turning a disadvantage into an advantage. It can be done in nine cases out of ten. One should study one's merchandise and list the principal objections voiced by the prospects and see if there isn't some way they can be converted into an asset. To illustrate, an apartment had the refrigeration out in the hall in a most inconvenient place, but the manager decorated the interior of the closet where it was placed in an attractive manner

in Chinese red and black and "sold" the tenant on the idea of a bar! If one does not use what nature gives she takes it away, so the brain should be continuously exercised, which increases resourcefulness.

HONESTY AND TRUTHFULNESS:

Honesty and truthfulness will inspire confidence and without confidence you cannot sell anything. The untruthful salesman spends a large portion of his time covering up. Truth carries with it a conviction many times greater than misrepresentation. Misrepresentation is an admission of weakness, either in the article offered or in the salesman's ability to present it attractively. The only manager I ever knew to "get by" with misrepresentation was one whose specialty was filling up new buildings and as soon as the tenants began to urge the fulfillment of her promises she went on to another building and left all the grief to the new manager. We cannot inspire the confidence of others without first having confidence in ourselves. Don't confuse conceit with self-confidence. Conceit usually indicates an inferiority complex and is a subconscious effort to convince the listener that the conceited person really is as clever as he pretends. A clever person never needs to comment on his cleverness, it is obvious.

DEPENDABILITY:

Do not make rash promises. One has to live with those promises. There are few like our friend who moves on to the next building. Every time a tenant sees the door knob which the manager promised to repair and didn't she remembers the false promise, and it eventually becomes most important, and vividly impressed upon her. That broken promise annoys her more than the broken door knob. Give a tenant's wishes careful consideration and after a promise is made a conscientious effort should be made to keep it. Cultivate dependability.

PERSEVERANCE:

Things most worthwhile are not easily achieved. People who attain their wishes too easily and without effort seldom appreciate their

blessings like those who struggle to success. Putting into practice all the requisites of selling which I have outlined may be futile just for the lack of a little perseverance or "follow up." Every component part of salesmanship may have registered and the prospects be completely "sold," but with that inherent desire to "think it over" or "look a little further" they may leave the building really intending to return and close, but something unforeseen occurs or another salesman gains their attention and the prospects are lost to the owner of that building forever.

One should always keep in mind the thought that there is only one time to sell and that is NOW—this moment—not allowing the prospects to procrastinate if there is any possibility of obtaining an immediate decision. However, if they do postpone the decision, arrangements to contact them again should immediately be made. If they are reluctant about giving the name, the number of their automobile should be jotted down and looked up through the motor vehicle department. I always find it easy to obtain the name by introducing myself and asking for their name. If they are afterwards called by their name it helps one to remember it. After the name is given it is an easy matter to obtain the initials. Then after a reasonable time, possibly the next morning, they should be contacted and an effort made to induce them to see the apartment once more before making any decision. If they can possibly be interested to the extent of looking a second time closing should be a simple matter. If no other reason can be presented for obtaining a second visit, a request for an opportunity to discuss the matter (whatever the obstacle may be) with your owner (or if you are the owner, your adviser) may induce them to return. I found that a clever way to keep my apartment before a prospect was to give him a card with a full description of my apartment on it. One side was blank and I often used it as a postal card, mailing it to them a day or so after their visit. It was worded as follows:

LEST YOU FORGET the attractive
apartment you saw at the LaGrace Apartments
containing———— rooms———— baths.
It is a sunflooded, corner apartment and has
canvassed walls, marine view, steam heat,
electric refrigeration and garage.
The rent is $————————a month.
Monthly cleaning service is included.
GRACE PEREGO
———————————————— Street
Phone ————————————————

This card impressed the memory of a prospect so that my apartment remained in her thought. The numerous others she had seen were soon a jumble in her mind and she could not remember which one had the large living room, etc. But when she read my card next day the apartment was quickly recalled.

Every prospect should be followed up and if a competitor "sells" her, at least she will feel that she encountered a manager who was wide-awake and "on the job." It should be borne in mind that any prospect may just be a "shopper" sent out by the owner to find out how his manager is handling the prospects. Every prospect should be treated as though she were a friend of one's employer and she was reporting back. If one feels so perfectly satisfied with one's treatment of a prospect that one really hopes she is a friend of the owner no mistakes will be made and no opportunities overlooked.

Perseverance and determination will win eventually, for a manager's selling ability will be so improved by exercising these qualities that the law of averages will soon take care of the sales.

CO-OPERATION WITH EMPLOYER:

A man at the head of a corporation employing thirty to forty thousand people said, "If an employer is as the trunk of a tree, then his employees are that tree's branches — and what is a tree without its branches? No business can succeed if so run that the interest of employer and employee are not one and the same.

"In time of perplexity there is nothing like dragging misunderstanding into the daylight. Only bring the sun of simplicity to shine on our troubles and they soon melt away. Simplicity is the hall-mark of almost every man who achieves. Do not have "complexes." Only a small man has time to be complex. The big men are nearly all simpletons—not simpletons, of course, in the general acceptance of the word — as a term of derision — but the higher simpletons, meaning that it comes to them by instinct to conform to this gospel of the higher simplicity which is so important. Among these higher simpletons who have left their impress on recent times, there are three important examples: Mussolini, John D. Rockefeller and Thomas A. Edison.

"Even the brightest lad has to learn how to 'run in harness' and, above all, how to keep his right place as one of a team, before he can win in the business field. As a rule, a job is what the man inside the job makes it."

Accept the advice of this headliner in business and cultivate loyalty — simplicity — practice team work and make your job interesting and exciting. Work so hard that you have no time to be temperamental or complex. One sales expert says he will make a salesman out of anyone who will work, so it follows that the old idea that salesmen are born and not made is a fallacy.

An employer will always feel there is co-operation if the employee believes the truth of the success formula "Do more than you are paid for doing and thereby force recognition." After all, there is no substitute for work. The one spending most of his time in play may excell in bridge or golf but most likely will be only mediocre in everything. The one who works pays the price for success. On the ladder of success there are always so many below who are "on the job" and want to go up that the manager of a business must keep ahead or they will go around or over him.

The Golden Rule is a pretty good rule for success, because if one works for an employer as he would for himself one must succeed, provided a deep study of the business has been made.

Selling is an art and a profession and the opportunities limitless to one who excells in it.

SHOWING AN APARTMENT:

Under Salesmanship, I stressed the importance of "selling" your neighborhood service, appearance, and personality to a prospective guest immediately. By the time the apartment is reached your prospect should be in a receptive mood and friendly.

Don't hesitate when you are asked the price. Have a definite price and give it promptly. Don't eye your customer as though appraising him as to his income.

The shades should be immediately raised on entering a vacant apartment.

If you have an abundance of sun or an interesting view that is the time to tell of it and remind him of the cheerfulness created by a sun-flooded room and tell them of the joy that is brought by that view of sunsets, boats, or whatever is most interesting.

Call attention to the size of the living room if it is large, and the coziness of fireplace and bookshelves.

On entering the bedroom call attention to its attractive features—view, sun, closets, size and decorations.

Don't be so parrot-like as to say "This is the bedroom—this is the bath, etc." Launch right into a discussion of the different features. Call their attention to the *colorful, light, spacious,* or *convenient* bath.

The kitchen also has some features which should be pointed out. The *cabinet space, size,* or *color* and so on.

If the bath, kitchen, or any room is dark, keep the electricity connected in the apartment, it costs only a few cents monthly. I advise keeping it connected in at least one vacancy, so if anyone calls at night the apartment can be shown. If you have a dark bathroom turn on the light as you enter the apartment and then when you enter the bath the fact that it is dark is not accentuated.

Of course, it is understood that the entire apartment should be immaculate. Dusty floors or dirty stoves or any untidiness is not to be tolerated. Under vacancies the preparation of the apartment is described.

STRESS THE EFFICIENCY or size of stove or whatever you can truthfully advertise.

If the apartment has a large reception hall mention the advantage of that feature when entertaining, as several guests always leave at the same time and a large reception hall is much appreciated by guests congregating therein when taking leave of their hostess.

If there are several rooms that can be thrown into one, stress that as an advantage in entertaining.

Under merchandising and salesmanship some of the items you should stress were mentioned and I will repeat them here. They may be invisible or intangible but they are your stock, your merchandise.

LOCATION: Distance to cars, schools, shopping district.

VIEW: Stress whether city, marine, sunsets, hill, park, or whatever is visible if it is attractive.

SUNSHINE: Call attention to morning or afternoon or southern sun if it has that advantage.

TYPE OF TENANT: (Length of their residence, their prominence, etc.)

ATMOSPHERE: If it has a "refined" atmosphere call attention to it.

GARDEN: Show them the garden whether roof or yard.

GARAGE: (Public or private) Show the private garage and call attention to its accessibility or give rates of the public garage.

SERVANT'S QUARTERS: Should be shown and "sold."

SERVICE: (Employees) Doorman, Elevator Boy, Maid. Speak of the security felt by tenants with a doorman in attendance and the exclusive atmosphere created by uniformed employees. (Cleaning) If apartment is cleaned monthly tell of it and its completeness. Also if maid is available. (Utilities) Steam Heat, Hot Water, Refrigeration.

ELEVATOR: If speedy, call attention to it.

When they leave they should have a vivid picture of the apart-

ment in their minds. So many apartments are seen in one day of searching by the average prospect that at the end of the day they are all jumbled and confused. If a card is presented to them as they leave the sales talk will be associated with the card and recalled by it after they go home. I have shown this card elsewhere, but it is appropriate to mention it here. Any fitting description can be printed on the card but it should be so worded as to apply to any apartment in the building.

In renting an apartment be on the lookout for the "skipper" or "deadbeat." Never under any circumstances, give change on a check which is in payment of the first month's rent, or is a deposit on an apartment. Always hold the check, giving a receipt for it if necessary, and agree to return the change the following day. Be sure and cash it immediately at the bank on which it was drawn. If cashed at any other bank it may be returned a week later marked "n.s.f." or "refer to maker."

Never endorse a check. It makes you liable for the payment of it. Even friends have requested me to extend that favor, intending to cover it before it reached the bank, and when they failed to do so I was required to pay.

Do not return a deposit until the check has cleared through your bank, which usually takes five to seven days. It may be returned "n.s.f."

Whenever you give a receipt for a check do not fill in as "cash" or "sum of." It should read "Received check for $100." Not "Received the sum of $100." If the check is not good you may be liable for $100 in cash.

All sorts of "fast tricks" may be tried on you so don't hesitate to ask questions where a check is offered in payment of a bill as it is your money at stake. As payment may be stopped, never accept a check for a closing bill. In that case you should have no recourse except a civil suit.

Never make out a check to "cash"; always make it to party for

whom it was intended, then you have a record of it. An endorsement is not required on a "cash" check nor can payment on it be stopped. Anyone can cash it if it is lost. Do not cash checks for juveniles, nor checks written with a lead pencil. A check that is not endorsed on the back should never be cashed nor if the name of endorser does not agree with the payee.

A record on the back of the check is not a receipt unless it is printed thereon stating that endorsement constitutes a receipt. A written notation will not be binding in court. The following is the usual form:

THIS CHECK IS IN FULL PAYMENT OF ITEMS STATED HEREUNDER, EVIDENCE OF WHICH CONSISTS OF ENDORSEMENT BELOW.

DATE	DESCRIPTION	AMOUNT
	TOTAL	
	LESS DISCOUNT	
	NET	

SHOWING AN APARTMENT

(HOW NOT TO SHOW IT)

TWO GIRLS LOOKING FOR AN APARTMENT

LAURA: "The outside of this building is dirty and looks terrible, but as they have three 'To Let' signs in the windows, they must be very anxious to rent it and maybe we will get cheap rent. Let's go in.

GRACE: "But look at that door mat, it is all ragged. And the glass is all broken out of the letter boxes."

LAURA: "Well, let's go in anyway, just for fun." (Rings bell.)

GRACE: "Look at those dead flowers in the lobby, and that runner, it makes the lobby look so long and narrow and it smells musty. I won't live here."

LAURA: "Where is the manager? I suppose she lives on the top floor in the best apartment. If all managers lived up three flights we *would* be tired." (Rings bell) "Is this the manager?"

TENANT: "No, she is in Apartment 12."

GRACE: "Wonder where Number 12 is located? Wouldn't you think she would at least come into the hall so we would know where to go?"

LAURA: (Rings bell.)

MANAGER: (Peeks out door) "Just a minute." (Appears in an old kimono, curl papers and bedroom slippers."

LAURA: "May we see an apartment?"

MANAGER: "Please excuse my appearance, but I over-slept this morning." (They go to first floor. Fusses with great bunch of keys.) "Oh, dear, I'll have to go back to apartment No. 12 and get another key. I have the wrong bunch." (Goes up and down three flights of stairs.)

GRACE: "Why do you have newspapers all over the floor?"

MANAGER: "We had these floors polished and want to keep them nice."

LAURA: "May I raise the shades? Oh! Why are all the cans in the back yard?"

MANAGER: "Well, there is a little five year old boy in the apartment above this one and he plays with those cans. You can hear him upstairs now with his scooter and his dog."

LAURA: "Would the windows be washed if we took this apartment?"

MANAGER: "Yes, but that is all I could afford to do."

LAURA: "Then I would always have that smudge over the radiator. Where is the bath?"

MANAGER: "Right there." (Points to door.)

LAURA: "Well, the other tenant used Palmolive soap didn't she?"

MANAGER: "Yes. She left it there in her hurry to get away."

GRACE: "Where is the kitchen?"

MANAGER: "The third door down the hall."

GRACE: "Would that stove be cleaned?"

MANAGER: "Why it has been cleaned. That grease won't come off."

GRACE: "What kind is it? I can't read the name on the door."

MANAGER: "I don't know, it has always been burnt over, ever since we have been here."

LAURA: "Could you give us new linoleum? That is all cracked."

MANAGER: "I cannot afford new linoleum, but I will have that tacked down."

LAURA: "How much is the apartment?"

MANAGER: "Well, I have nine vacancies and I must rent some so I will let you have it for $25. The other three tenants pay $35, but if you won't tell them I will give you a rate."

GRACE: "Thank you, we will let you know."

MANAGER: "Maybe I could get the owner to include gas and lights at that price."

GRACE: "We will be back this afternoon with a friend."

MANAGER: "Well, I'll give you a month's free rent, too."

GRACE: "Thank you very much." (Both go down stairs.)

Laura trips, "Gracious, I caught my heel on that ragged carpet and turned my ankle. I will make that owner pay for that!"

They never return!

VACANCIES:

If a tenant moves out do not leave the name plates blank on the announcer or letter box. Put in a Smith or Jones. Make it look as if building is full. The less your tenants know about your vacancies the better. (The cards should be uniformly printed.) Do not place three or four signs in the windows. If you feel that a simple "Vacancy" sign is not conspicuous enough, place one sign in front and one in the rear. Have only one sign visible from any one vantage point.

The shades of the windows in the vacant apartment should be drawn so that the apartment does not stare with undraped windows when viewed from the opposite side of the street. Never, under any circumstances, permit letter boxes to be filled with advertisements or posters. The postal laws impose a $300 fine on anyone placing anything in a letter box without proper postage. See that the boxes are always neat and if they contain glass fronts never permit any broken or cracked glass to remain in them; nor should you allow any to be without glass entirely. Replace them as soon as they are broken. If the boxes are brass they should always be well polished and should not show the polish mark on the vestibule wall around the edges. I think it is in good taste to paint the boxes the same color as the ad-

joining portion of the vestibule wall, so they may be as inconspicuous as possible. Never allow any broken wires to hang on the announcer. Do not permit posters and bills to be placed under the doors of vacant apartments.

You should never spread newspapers on the floors of a vacant apartment in order to protect the floors. I think they look much better uncovered but if you feel that you must protect them, lay some building paper on them neatly. It is very easy to keep the floors in order unless the building is new and the hall carpets not yet laid. That is the only excuse for covering them. The floors should be well polished and always dustless, particularly under the radiators. If the floor under the radiator is kept entirely free from dust, the walls will not smudge so quickly. Keep all radiators turned completely off except one or two—just enough to take the chill off the rooms—and the heating cost will be lowered, the walls saved from radiator smudge, and the apartment prevented from seeming stuffy and hot.

A vacant apartment should be made as attractive as possible, each shelf, cupboard and closet being carefully inspected as well as the bath, kitchen and stove and linoleum to be sure all are immaculate.

Clean windows are most important in renting an apartment as they contribute so materially to its light and cheeriness. Clean, new glass keeps approximately 12% of the light out of a room while old and dirty panes exclude as high as 70% of the light. Four months' accumulation of dust will keep out 35% to 50% of the natural light.

A kitchen cabinet with fresh shelf paper almost shouts a welcome to a prospect. An apartment should always be entirely ready for immediate occupancy whether it is furnished or unfurnished. If furnished the inventory should be checked before the apartment is "on call" or ready to be shown. I have known a manager whose apartments would always be short of glasses, bathmats, cups, etc., and she would hurry downtown and shop for these articles after the tenant moved in. This is most annoying to the tenant and does not permit the manager to do advantageous buying. It was a week before she

could find time to take inventory and there was much confusion and annoyance.

Have an inventory in the apartment and a copy in your files and avoid this hurry, waste, and inconvenience. Importance of inventories will be discussed later.

If you have a vacancy and no assistant always place a neatly typed notice near the bell reading "If no answer ring Apartment 1" (or whatever apartment you may be in) as you will have no time to leave a notice if you are showing a vacant apartment. A great many prospects are lost while a manager is in a vacant apartment. Then, too, I have known of callers reporting to the owner that "her manager is never in." Protect yourself from these reports by a notice.

Remember that while your prospective guest is waiting for you to answer the door bell she has several moments in which to observe your vestibule. A shabby door mat or an unattractive door or letter boxes may create such a resistance during the few moments you are answering her ring that the apartment, be it ever so attractive, may not overcome it sufficiently to make the sale. If your front door is in need of varnish, have it attended to immediately. If it is exposed to a great deal of sun, which injures the varnish, wax it with floor wax as described in the chapter on floors and the finish will be preserved. Don't place brass plates on the lower part of your front door. They are most ordinary and passé.

The finest apartments have imposing but simple vestibules and doors, without drapes or curtains. Always select a "top-notcher" to emulate. Never copy mediocrity.

CLOSING

CHAPTER IV

Learning the preceding Chapter on Salesmanship will be to no avail if you do not become a good "closer." Closing is said to be the "diploma of salesmanship." In any large sales organization you will find the good salesmen more plentiful than the good "closers." Begin like a hunter closing in on his quarry. Bring every argument to a close and do your "summing up" and point out the futility of seeking further, as perfection is unattainable. Do not let the prospects gain an inch in their retreat. Have the receipt ready for them before they have definitely decided. Make up their minds for them. I don't mean to suggest that you use high-pressure methods. I think there is as much difference between good salesmanship and high pressure selling as leading a horse and driving one. Many can be persuaded, but if a client is conscious that he is being forced he will resent it. If the clients have some definite reason why they can't sign immediately try to meet it in the deposit receipt. For instance if an important member of the family has not seen the apartment, make the receipt subject to his or her approval. Or, if they are not certain whether they can move from their present dwelling without giving thirty days' notice to their present manager, make the deposit receipt except that contingency—rent to begin earlier provided they obtain earlier release, etc.

Of course, there are some objections to immediate closing that

can't be overcome, but I have incorporated the most unusual provisions in my receipts. The psychology of the payment of their money is tremendous. I have heard clients tell of having bought or leased certain places, when in reality there were so many obstacles to the consummation of that sale or lease that I was most skeptical. But when they "sign up" they get the notion into their heads that they have closed and then it is a simple matter to get them to waive certain provisions, raise their offer, or accommodate themselves to the conditions to which they first objected. While they are waiting for you to fulfill their requirements they have turned their attention to other matters than house-hunting and are much more susceptible to your salesmanship. They realize you have tried to please them, and when they see it can't be done the way they requested they are apt to be more lenient, and your deal is consummated. That tentative deposit keeps them from looking further.

I had an experience a few years ago, that might be interesting to you. Five 5-room apartments renting at $125.000 each became vacant at the same time. This was due to the fact that the leases all expired simultaneously, which is a dangerous situation, as I will explain later. It was quite a tragedy. As it was the beginning of the summer months I decided that each prospect must be made a tenant. I advertised the apartments furnished or unfurnished. In two months I had rented all of them. I did not permit anyone who wanted five rooms, and could afford to pay $115.00 to escape. One of the prospects wanted a furnished apartment and I interested her in buying the furniture herself and allowed her to take advantage of my wholesale discount and my credit. I entered into an agreement with her whereby she paid $165.00 per month for the furnished apartment and agreed that, if her husband was transferred out of San Francisco, or if for any reason she did not want the furniture at the end of one year, I was to keep the furniture and finish the payments. If she kept the furniture, the rent was to be only $115.00. In other words, she paid $165.00 to me for an apartment worth $115.00 a

month and the difference went toward the furniture payments. As her husband was transferred at the end of the year, she did not exercise her option to purchase and as she had paid $50.00 per month extra, I had the furniture at $600 less than wholesale cost, besides had kept my apartment rented for a year. She made her own selections of furniture, subject to my approval, and as she had excellent taste I made no changes. I sublet the apartment as soon as she moved at $155.00 for four years so it was most profitable. In order to facilitate closing make your receipts cover all contingencies. Be resourceful.

RECEIPTS:

You should so word the receipt that you can return the deposit if you later learn that your prospective tenants are undesirable. If you state "subject to the owner's approval" you are not bound to accept it. If you are the owner make it "subject to Mr. Blank's approval" or "subject to further investigation" and it will simplify matters. Always specify in your deposit receipt all conditions under which you rent the apartment. Date of commencement of rent, whether a lease will be entered into, the length of the term, whether the price includes a garage space for one or two cars, and whether redecorating will be done. Never leave out anything that may precipitate an argument or misunderstanding later. Never accept any baggage for the storeroom without giving a receipt for it, keeping a copy of it and tagging the baggage. If the article to be stored is broken make a note of the damage on the receipt.

Never accept any money for rent or anything else unless you give a receipt for it. To neglect to do so is very dangerous and may cost you your position if the tenant claims she gave you a certain sum and you claim she paid less. No matter how hurried you or the tenants may be insist upon them waiting for a receipt. You never know when a "fast one" will be "pulled" on you. Someone may want your position and plan to embarrass you with the owner. If a tenant pays less than a month, give a receipt "on account." If you give a receipt for less than a month it changes their rental status (See Accounting).

LEASES:

Know the advantages of a lease. The psychology of a lease is conducive to the permanency of tenants. When they have signed a lease they are less liable to look around at other apartments or think of moving until their lease is up. Of course, there are exceptions to this rule but I find such people very much in the minority. They usually consider themselves bound by a written agreement. I always feel justified in granting a slight reduction in rent as an inducement to a tenant to sign a lease. San Francisco should learn a lesson from the eastern cities where a lease must be signed in almost every building. They have two moving periods, May and October, and people seldom think of moving at any other time.

A lease, if not properly worded is a most dangerous instrument. When one stops to consider that a lease involves a definite and often a large total sum, it is more apparent that it is a contract of sufficient importance to command much investigation and careful consideration. One is apt to give a $500 per month—five-year lease far less consideration than one would a $30,000 investment, when in reality it is the same thing. All provisions of a lease are of such importance they should be carefully scrutinized by a competent realtor or real estate attorney. There are many attorneys who are good divorce lawyers or corporation experts, but they may not be experienced in real estate law. Be sure you go to one versed in leases.

I have a form of lease to which I have given a great deal of thought and which has saved my clients and me hundreds of dollars, I will give you a brief analysis of the provisions of this long form lease.

LONG FORM LEASE

The first part of the lease, of course, contains the main essentials of *date—place—name of lessor and lessee—location* and *complete description of property and purposes for which property is to be used.* The *length of time* and *amount* to be *paid* and *where* and *how pay-*

able. It must state "monthly in advance" if it is desired to collect it in advance. If it does not state "monthly in advance" or "monthly" it cannot be collected until the end of the entire term.

The clauses which I consider most important are these: Providing for re-entry and repossession and for moving and storing personal property in a public warehouse at the expense of and for the account of the lessee. If the lessee should abandon or vacate premises, leaving personal property thereon it shall be deemed abandoned. (In one case where I leased an industrial property, heavy bottling machinery had been left in the building and due to this clause my client, the owner, was able to sell the machinery without fear of a later claim. Otherwise, it would have cost him great delay and expense to have stored it.)

Providing that in the event of default by lessee the lessor may re-let or re-lease the premises with or without terminating the present lease for whatever rent he may choose, and hold the original lessee for any loss incurred by re-letting at lower rental during term of lease. The tremendous value of that clause is very apparent.

Prohibiting use of premises for any purpose other than that agreed upon and particularly against increasing the insurance in any way.

Prohibiting any waste or disturbance or nuisance or making any alterations without written consent of lessor.

Prohibiting any assignment or sub-letting by operation of the law or otherwise without written consent of lessor and providing that one consent to assignment is not a consent to a subsequent assignment. However, prohibiting assignment does not prohibit subletting unless so stated and the clause against assignment could be evaded by subletting for one day less than original lease unless subletting is also prohibited. If lessor accepts rent from the assignee after a breach of the lease by an assignment the breach will be deemed to have been waived. That is known as a completed breach and lessor must exercise his right within a reasonable time or it is regarded

as waived. In a continuous breach, however, suit may be entered at any time.

Providing for payment by lessee for repairs due to carelessness or accident of lessee and waiving rights to make repairs under Sections 1941 or 1942 of Civil Code of California. These sections of the Civil Code of California give lessee the right to make certain repairs and deduct the cost (not to exceed one month's rent) but this lease specifically waives them. However, the lessor cannot exempt himself from liability for gross negligence so it is obligatory to keep the premises in repair.

Obligating lessee to comply with all requirements of City, State, and Federal authorities. If lessor allows one tenant to use the premises for an unlawful purpose he voids all other leases in the building.

Obligating lessee to pay for all heat, light and power.

Waiving claim for damages to goods, in or about premises from any cause.

Prohibiting signs and auction sales without written consent of lessor.

Permitting lessor to enter premises to inspect, maintain, repair, or alter building and permitting lessor 30 days before expiration of lease to post "to let" signs.

Acknowledging that the occupation of the premises is evidence that premises are in good condition and provides that they be left in good order. Reasonable wear and tear, however, is excepted.

Providing that all legal expenses be paid by lessee in event of suit and that a receiver may be appointed to collect any rent due from tenant or sub-tenant.

Relieving lessor of liability under lease in event possession of premises cannot be effected at specified time, the lease remaining valid under those circumstances. (This clause saved a client of mine $800 in one instance.)

Providing pro-rating of rent in the event of partial destruction by fire. If a fire rendered the premises uninhabitable the unused por-

tion of the rent would be refunded to the lessee until the damage was repaired.

Relieving lessor of making personal service of any notices on lessee and agreeing that mailing of notice is sufficient.

Acknowledging that in the event of default the lessor has permission to take possession of furnishings if they are necessary to conduct the business of lessee, in order to fulfill the terms of the lease.

Releasing lessor of legal responsibility for security if building is sold and security handed to new purchaser.

Providing that the waiver of any breach of any term or condition is not deemed a waiver of any subsequent breach.

Giving to lessee the right of peaceable possession.

Providing that any holding-over shall be a month-to-month tenancy and not a renewal of a like term.

Providing that this lease also binds heirs and assignees of lessee and lessor.

SHORT FORM LEASE

The short form contains principally the items mentioned in the first paragraph of the "long form" analysis.

In addition to those main essentials it provides that the tenant will not sublet without the written consent of the lessor and also contains permission from the lessee for entry or inspection by lessor. If lessee does not pay rent or if he commits waste, lessor may expell him and terminate the lease. It also specifies the kind of tenancy to be created in the event of holding-over. The Short Form Lease is binding on heirs, assigns, executors, etc., but provisions are made for no other contingencies unless written in.

SUMMARY:

It can readily be seen that the Long Form Lease provides infinitely more protection to the lessor than the short form. In California the relation of landlord and tenant is so one-sided in favor of the tenant

that the lessor should protect himself to the greatest possible extent.

In my office it is the invariable rule that the "long form" lease is used unless we have specific instructions from the lessor to the contrary.

A lease is an instrument of protection devised over a long period of time—in reality, a product of evolution. Whenever an owner has had a legal encounter with a tenant, protection against this contingency ever arising again is sought by adding another provision to the lease. As each paragraph in the Long Form Lease has been added after some owner has been entangled in expensive and often futile litigation, it is wise to take advantage of the experience of others and provide oneself with protection in advance.

ADVERTISING

CHAPTER V

This should follow the chapter on salesmanship, as after all, advertising is "printed salesmanship."

No matter how economically and scientifically you may operate the apartment house, unless you can attract tenants, and hold them, your operation is ineffective. Advertising is an art and I realize its importance more each day.

On days when I have written my real estate advertisements in great haste they would not "pull." Next day I would advertise the same property in another way, giving it more thought, and we would receive many answers.

I have had dozens of clients who brought the listings of their homes to my office because they liked the way I wrote my advertisements. An advertisement must stand out—be different. It is sandwiched in between hundreds of others and it must interest and appeal to the reader.

Apartment advertising has certain characteristics that distinguish it from other kinds of advertising, but in the main it is not essentially different. The same general rules apply to it as any other form of merchandise. Your success depends primarily upon the resulting volume of sales, as with the merchant.

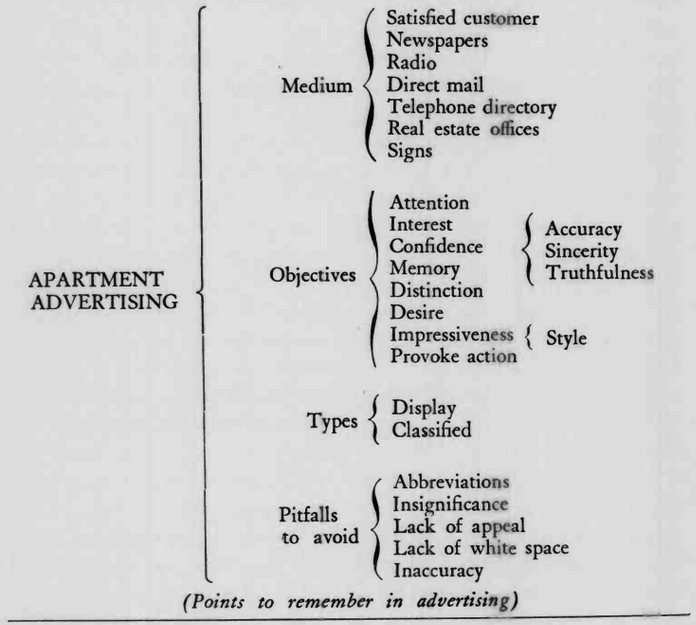
Advertising is not only a part of the renting process, but it is the most important part of this process and must take place before the

prospective tenant and manager meet to discuss the apartment. Often an advertisement really rents the place and the tenant arrives thoroughly "sold" and unless it has been misrepresented, the deposit is quickly forthcoming. Sometimes prospects are attracted because something about the advertisement has aroused their curiosity.

If it does not "pull" it is because of the way it is written. At a meeting of apartment house owners, not long ago, a woman asked what could be done when people wouldn't even come to look at the apartment she advertised. When I replied that the advertisement was probably improperly written, she was quite indignant and resented the inference, but I know that it is a fact.

If there is anything wrong with the apartment which one is advertising try to right it and stress the features of the apartment which are advantageous. If advertising does not pay it is because the ad is not properly written or because the manager lacks sufficient salesmanship to close when a prospect answers and inspects the merchandise.

Writing an ad is a difficult task which is particularly trying when one has merchandise which is old or not right up-to-the-minute. In the long run it is the reputation of the store (or if you will, the apartment house) that will make or break one so far as real success is concerned. Apartment advertising should be governed by the same principles that govern any merchant. In order to discuss the art of advertising in its most important phases, I have divided it into four subjects, the popular mediums of advertising, its objectives, types of advertising and pitfalls. The following chart will show their relative importance.



(Points to remember in advertising)

MEDIUMS:

The most profitable mediums are satisfied customers, newspapers, radio, direct mail, telephone directory, real estate offices and signs.

SATISFIED CUSTOMERS:

This was listed first because I consider it the most important medium of advertising. A manager must strive to make every departing tenant a recommendation for the apartment house. No business can survive entirely on newcomers. It should expect "repeats" and an apartment house should have new customers sent by old ones. Misunderstandings over charges or money matters often cause ill

feelings. If accounts are incorrectly kept and arguments ensue no recommendation will be forthcoming. In some way communicate to the tenants before they think of moving that closing bills and cleaning charges are customary for if they do not know it until they are leaving they are apt to resent it. Try to be on friendly terms when they leave, for a departing tenant is either a good or a bad "ad" for an apartment house. There is no medium of advertising that compares with that of a satisfied customer. One may think this method will be a long process and not keep the apartments filled, but one unpleasant experience will reveal how quickly a dissatisfied customer can cut into your income. What is worse, some day the story of the dissatisfied, departing tenant will reach the ears of the owner, particularly if enough unpleasant departures take place, and the manager will not only lose the tenant but the position also.

Throughout this course an effort has been made to instruct students as to how to create and keep satisfaction among the tenants. It has very properly been stressed under service, salesmanship and in fact it is the theme of the entire text.

NEWSPAPERS:

Newspapers are next in importance and receive most of the attention from owners and tenants alike. This will be discussed more fully under types of advertising.

RADIO:

Radio advertising is very popular and most effective but its cost is prohibitive to the average apartment owner.

DIRECT MAIL:

Direct mail has been employed by some apartment managers to obtain tenants but it has usually developed into an effort to cause tenants properly located to make a change solely on a price basis. Any method that stirs up antagonism among your associates and results in a price war is always a boomerang and is not good business. Many firms can use direct mail and "dodgers" profitably but the apartment house owner is liable to do more harm than good with this form.

THE TELEPHONE DIRECTORY:

The telephone directory is a fair means of advertising but this is more profitable to laundries, cleaners, movers, etc., than to apartment houses.

REAL ESTATE OFFICE:

Of course, I think this is the cheapest and quickest way to fill your vacancies. The rental department in the real estate offices have many salesmen working for you. If you call them as soon as you have a vacancy, you immediately have forty or fifty people working for you. Call all the active offices and list it. Call them every few days and chat with the salesperson who inspected your apartment. Discuss the other vacancies in your district. Active real estate salesmen can tell you more about what your competitors are offering than you would ever find out. Make a friend out of a salesperson in each office and get him interested in you and your needs.

I have heard saleswomen start a discussion of a certain vacancy at every office meeting because Mrs. Blank was "so co-operative and so anxious to rent her apartments." Don't just "list" it—make a real contact and sell yourself as well as your apartment to the salesperson. Don't insist upon talking to the head of the firm. You will probably get much more attention from a salesman.

If an apartment can be rented or leased through a broker with only a few days' vacancy, it is far better to pay the commission than to allow it to remain vacant a month while trying to save commission. Don't try to "out-smart" the realtors. Many have tried to avoid paying for their services. If they lose interest in your building and think you are not honest with them, it may cost you many tenants. Most of the potential tenants find their way sooner or later into the real estate offices and when your prospect arrives they may interest him in some other apartment just when you are about to close.

You will find most of the salespeople very hard-working and under-paid but anxious to please and trying hard to fill your building for you. The commission may seem high to you but if you knew

how much gasoline and tires and shoe leather they wear out before they succeed in closing a lease you would not begrudge them their hire. The commission on a year's lease is not much over two weeks' rent. Just charge the commission up to vacancy and it will not seem a hardship.

SIGNS:

If a department store did not advertise or display its signs and merchandise there would be few sales made. Why is it that people will stay in their apartments waiting for the customer, without any effort on their part to inform the home-seeker that he can end his quest in that building? A survey of results has proved that one real estate sign is thirteen times more effective than one newspaper advertisement. Why not show the public that you have merchandise for sale?

I do not believe in several signs. In fact I have said before that only one sign should be visible from one vantage point. One on front and rear, for instance, or on front and side, but only one visible at a time. I don't like the illuminated night signs such as we see occasionally. One seldom looks for apartments at night and it advertises to the disinterested passerby that you have a vacancy which you are anxious to rent. Signs along the highway are very expensive but effective particularly if transient trade is desired. However, it seems unfair to mar the beauty of the country-side with advertising signs.

OBJECTIVES:

Of course, the ultimate objective is to sell your merchandise but there are several steps that must be taken before that can be done. You must find the prospect, bring him in, show him, and then close. In other words, the very first requisite is finding him. When you have selected the most logical medium through which to reach him you must then attract his attention. Your ad must stand out so that his attention will be drawn to it over the hundreds of others. It is difficult to imagine anything more similar and monotonous than a

page of rental advertisements unless it is a white picket fence. The next time you drive past one try to select one picket as being more interesting than another. The only way that could possibly be done successfully would be if one was painted a bright red or green or some contrasting color to make it stand out from its fellows. That is what you must do to your advertisement. Paint it red—not literally but make it decidedly different. Then it will attract attention. The title, the size of the type or the white space must make it conspicuous. After you have attracted the reader's attention you must hold his interest.

INTEREST:

Interest must be held after you cause the prospect to pause at your door. The door must now be opened and you must take him with you to enjoy the attractive apartment just as though he were actually inspecting it with you. Don't allow him to lose interest because you do not tell your story well. There must be some charm or convenience in the apartment about which you can tell and it must be interestingly told. Wrigley, a great advertiser, says "tell 'em quick and tell 'em often." The slogan of another successful advertiser is, "fully told sooner sold." Take the advice of leaders and tell your story interestingly.

CONFIDENCE:

Accuracy, sincerity and truthfulness will always inspire confidence if well expressed. Accuracy goes a long way toward making any kind of a sale. If the salesman correctly describes the article for sale and the buyer observes that the description corresponds with the article in question, the buyer naturally believes the salesman knows what he is talking about and the sale is half made. If you are describing a room in a "For Rent" advertisement the term "large" may mean a dozen different things. It is an adjective too inadequate to form an accurate idea of the size of the room or house in question. Use figures. State the exact size. It does not necessarily mean the use

of more wording in the advertisement but it invariably means a surer return.

Vague adjectives convey no accurate idea of the item to be sold, and definiteness in a classified advertisement is one of the essentials. To improve an advertisement does not necessarily mean to make it longer and more costly. It means a more concise statement, written directly to the point, attractive in that it states its case fully and portrays the article to be sold in the best possible manner. If your story is untruthful or exaggerated you will not "close" with your prospect, as the public has been trained to resent misrepresentative advertising. Inspire its confidence by your frankness and sincerity.

MEMORY:

The three reactions mentioned above are valueless unless they are remembered. That is the reason for slogans. Mine, for instance, is "Home Hunters' Haven." That is euphonious and easily remembered.

Attention, interest, confidence and memory are often called the "big four" in advertising. However, I have added another four which are almost synonymous.

DISTINCTION:

Distinctiveness always attracts attention.

DESIRE:

Desire, which should follow interest if the advertisement is properly written.

IMPRESSIVENESS:

Impressiveness is usually the result of confidence and is created by the style of the text in the advertisement.

PROVOKE ACTION:

This may be inspired by a suggestion of command. "This won't last long." This is a bromide but it illustrates my point. "HURRY" is a command that is sometimes effective.

The types of an apartment advertisement are usually either "Display" or "Classified" advertising.

DISPLAY:

Display advertisements are those which are placed in the body of the newspaper or other periodical adjacent to the reading matter. They are usually very expensive and require expert copy writers to obtain results commensurate with the expense involved. They are most frequently employed by new buildings just being opened and constitute general or institutional advertising. In other words, a general advertisement stressing the service, exclusiveness or distinction of a building rather than a specific apartment containing a certain number of rooms at a definite rental.

INSTITUTIONAL ADVERTISING:

Some large expensive apartment houses do a great deal of institutional advertising but as it is usually in the form of a display advertisement, it is quite expensive. It is out of the reach of the less expensive houses. It often consists of a "cut" or photograph of the house and a story of its service and attractiveness without any reference to a particular vacancy. A great deal of institutional advertising is done with outdoor signs, billboards, etc., and some houses go to great expense to issue booklets embossed and illustrated. In certain high-priced, exclusive houses it may bring a good return but I believe it is principally done to appease the vanity of an ambitious manager or proud owner, who tried to convince himself it was good business.

CLASSIFIED:

Classified is unquestionably the best method of advertising apartments for rent. However, your advertisement is so buried among advertisements of similar nature that it is pre-eminently the important thing to make your "ad" stand out and command attention. Don't forget the pickets in the fence I mentioned before. Paint yours red.

The classified section of the newspaper is governed by certain rules. The type is all uniformly black and a certain number of letters and spaces to a line, etc. The average column allows sixteen spaces and letters in the heading and thirty to thirty-five in the reading matter but this varies with different papers. In one San Francisco paper they count five words for the first line or thirty-three spaces, and 5½ average words or 35 spaces for each line thereafter. I prefer what the printer calls "twelve point" type for the heading. A liberal use of "caps" also attracts notice.

It is well to acquaint yourself with what your competitors are offering. Who are your competitors and what kind of advertising are they doing? The fact that they do not advertise is not sufficient reason that you should not.

If you have three room—$50.00 apartments you are not competing with seven room—$200.00 apartments, but you could probably study the advertisement of the expensive apartment advantageously. The expensive apartment houses usually have well-written advertisements. This is not so with the cheaper buildings. You may conclude that it is because they have more attractions to advertise but it is more likely to be because they have a high-priced executive who understands "selling" both written and verbal.

The *first word* is most important! To simplify and hasten the finding of particular offerings listed in the Want Ad columns the advertisements are grouped beneath established headings in which they qualify. Don't repeat that heading in your advertisement, for instance, in a "furnished" column it is unnecessary to say "furnished." To make it still more convenient for the reader the Want Ad should begin with a key word, the number of rooms, for instance, or its location, according to requirement.

Start it with the key word! The main essentials in a rental advertisement are:

First: Location, or most outstanding feature as title.
Second: Size of apartment (key word).
Third: Detailed description of apartment and furnishings. (View, garage, etc.)
Fourth: How much is the rental? (If rental is chief at-

traction, put it with title. Always use rental of lowest vacancy.)

Fifth: What does the rent include? (Electricity, cleaning, doorman.) If you lease for a short time, mention length of lease. How far to center of city, transportation, etc.

Sixth: Where and when to apply.

Again I say the best way to learn advertising is to study the newspapers intensively. *Read the advertisements of your competitors. Analyze them and decide what is most interesting and attractive to you.* Is your advertisement the advertisement that sells Or is it simply a few words to read and forget or not even read at all?

When you write a Want Ad, put yourself in the reader's place and see if your work stands the acid test of self-criticism.

What are the main essentials in the "Ad" that sells? I will outline some of them.

FIRST: The description of the object to be sold must be full enough that the reader may be thoroughly informed as to the merits of the object advertised. If it is an apartment, its location, its size, and its arrangement must be completely noted.

SECOND: The price should be given just as products are usually marked in a store. (Unless the price is so high it may set up selling resistance.)

THIRD: The desirable qualities of the object for sale must be presented in an attractive way. An attractive window display brings many customers into a store. The wording of the "Want Ad" is the window display of the item you have for sale.

FOURTH: The wording of the advertisement should be full enough to be convincing. If you have three attractive qualities in the house you have for sale, the mention of one may arouse interest, but the mention of all three is convincing. Just as a debator wins an argument by bringing in authority after authority so the "Want Ad" that sells includes all the attractive features of the object for sale.

Much apartment advertising is a waste of money, but an ad well written is not money wasted.

The following advertisement is worse than a waste of money. It is even negative advertising, in my estimation, for after reading it I picture the building as being managed by a small, penurious man with no thought of the comfort of his tenants, no concern except the saving of a few cents. This is an actual ad which appeared in a morning paper:

CLAY ST.——6 rms. gar; St. Ht. Hw. md. rm; furn; mod; reas; ph. Gr. 7620.

Thus the manager describes a beautiful six room apartment with an expansive marine view. The building is a new, fireproof structure with a large garage and elevator service. On arriving home late the tenant may take the elevator in the garage directly to the apartment without going into the street. The windows are large and of plate glass, with a panorama of the entire bay before them. The rooms are spacious and dignified with a fireplace and canvassed walls. They are beautifully appointed, and a monthly cleaning service is included in the rent, which is extremely low, considering the type of apartments.

My mental picture of the manager is correct, although he is a very wealthy man. He has many vacancies. It would take an experienced realtor to interpret this ad, as every word is abbreviated. That is my idea of how an ad should not be written. It would be far better to run the ad one time in the manner in which I described the apartment than one month as it really appeared. Remember that too frequent abbreviation defeats its own purpose and mystifies rather than enlightens the reader. Don't let your advertisement fall into the class

of the mass of ads offering similar apartments for rent. Nearly every building has its particular advantages, its individual attractions. Point them out for the prospective purchaser so that they readily catch his eye. Remember the tremendous field you have before you. Phrase your advertisement in an attractive way and you cannot fail to attain immediate results and a quick return on the small amount invested. If the advertisement is properly written and you have many customers but still fail to rent, there is something wrong with the apartment or the manager. Don't spend any more money on advertising, but spend some on the apartment.

PITFALLS:

There are many pitfalls to avoid but the commonest one is that of abbreviations. Here economy often "defeats its own ends." The above advertisement is a typical example of the length to which they will go in abbreviations. Avoid puzzling abbreviations as well as general terms. State the matter as you would in a personal letter or in talking with your customer. A newspaper editor is usually more interested in the space you use than in the pulling power of the ad but there were so many apartment house managers not versed in the art of advertising that it became necessary for the editors to agree on the abbreviations that may be used. A list was subsequently published which must be adhered to. Before this list was published, even the newspaper editors could not decipher their own advertising copy. I have seen many ads in which I was not sure whether the "gar" ment "garage" or "garden," etc. "H. W." is supposed to mean "hot water." Even if the prescribed abbreviations are used, by the time the deciphering is done the interest in the apartment has fled and instead of visualizing a new home the reader is visualizing a cross-word or jig-saw puzzle.

Insignificance is usually the penalty paid by a two-line insertion. It is useless to insert less than five lines. Your "Want Ad" is your silent salesman. Any salesman should have enthusiasm and punch

and it is impossible to put that in two lines. Put punch into your ad.

Lack of white space is another common error in all advertisements. This deserves much thought and you will be justified in asking the newspaper copywriter to help you in that matter.

Inaccuracy, as I have said before, is most negative advertising. You may lead your prospects to your building but they will never rent of a manager who has misrepresented the merchandise.

Remember to write every business letter or advertisement as though it were a telegram and you were paying a high price for every word, being careful however not to leave out words necessary to make your meaning clear and easily understood.

You should feel that your competitors are really your co-operators unless one of them is undermining and disorganizing the business. If that is the case an effort should be made to induce him to join your apartment house association and show him the error of his ways. It should, at all times, be the justice court for hearing of unethical practices. As "never knock a competitor" is one of the first principles taught in salesmanship, so it is in advertising, it is decidedly negative advertising to criticize a competitor.

WANT AD ABBREVIATIONS

(Adopted by the principal San Francisco newspapers)

The abuse of abbreviations in classified advertisements has resulted in almost undecipherable copy in many instances, and, consequently, affected the pulling power of the advertisements.

It is the object of the newspapers to have advertisers devote more care to the preparation of their copy. So that they will obtain greater returns from their advertisements these abbreviations are allowed:

Name of Months
Name of Days
Titles—Colonel, etc.
States—Calif. Ore. Wash., etc.
Time—A. M. P. M.

Names of Organizations—B. P. O. E., etc.
Trade Styles—G. M. A. C., O. P. (Oregon Pine) PBX, G. E., P. E. S. P. Hupp., etc.
Units of Measure—Ft., A., sq. yd., h. p., lb., oz., mi., etc.
Numerals—1st, 2nd, 3rd, etc.
Coin Designations—1c, $1, etc.
Year Designations—'27, '28, '29.
Points of Compass—N. North, S. South.
Makes of Automobiles (accepted abbreviations) Chev., Stude., Cad.
Breed of Dog, Birds, etc.—Peke, Pom., R. I. Reds, etc.

Adjoining	adj.	Incorporated	Inc.
Advertising	ad.	Location	Loc.
Agency	Agcy	Manufacturing	Mfg. Mfr.
All right	O. K.	(er) (ed)	Mfd.
American	Amer.	Manuscript	Ms.
Amount	Amt.	Mechanic	Mech.
And	&	Merchandise	Mdse.
Apartment (s)	Apt. (s)	Miscellaneous	Misc.
Appointment	Appt.	Modern	Mod.
Association	Assn.	Money Order	M. O.
Assistant	Asst.	Month	Mo.
Attorney	Atty	Mortgage	Mtg.
Auctioneer	Auct.	Mountains	Mts.
Avenue	Ave.	Namely	Viz.
Balance	Bal.	Near	Nr.
Block	Blk.	Northern California	N. Calif.
Bookkeeper	Bkpr.	Number	No.
Boulevard	Blvd.	Opposite	Opp.
Brothers	Bros.	Paid	Pd.
Building	Bldg.	Payment	Pymt.
Bungalow	Bung.	Per Cent	%

Certified Public Accountant	C P A	Phone	Ph.
Champion	Ch.	Piece	Pc.
Christian Science	C. S.	Place	Pl.
Collect on Delivery	C O D	Postoffice	P. O.
Commission	Com.	Preferred	Pfd.
Company	Co.	Price	Pr.
Corner	Cor.	Private	Priv.
Corporation	Corp.	Railroad	R. R.
Cylinder	Cyl.	Railway	Ry.
Department	Dept.	Reasonable	Reas.
District	Dist.	Reference	Ref.
Double	Dbl.	Refrigeration	Refrig.
Drive	Dr.	Regarding	Re.
Electric	Elec.	Registered	Reg.
Established	Est.	Required	Req.
Et Cetera	Etc.	Room (s)	Rm. (s)
Evening (s)	Eve. (s)	Rural Free Delivery	R. F. D.
Exchange	Exch.	Sacrifice	Sac.
Experienced	Exp.	San Francisco	S. F.
First Class	A1.	Single	Sgl.
Free on Board	F. O. B.	Society	Soc.
Furnished	Furn.	Square	Sq.
General Delivery	Gen. Del.	Station	Sta.
Garage	Gar.	Stenographer	Steno.
Government	Govt.	Street	St.
Guarantee	Guar.	Superintendent	Supt.
Heights	Hts.	Telephone	Phone
Housekeeper (ing)	Hskpr. (g)	Trust Deed	T. D.
Including	Incl.	Unfurnished	Unfurn.
Interest	Int.	United States	U. S.
Investment	Inv.	University	Univ.
Limited	Ltd.	Week, Weekly	Wk. (ly)
		Year, Yearly	Yr. (ly)

RENTALS and OVERHEAD

CHAPTER VI

PLACING CORRECT RENTALS:

Again the principles of merchandising should be applied to Apartment house management. A merchant knows just how many dollars his gross sales must be during the day before he begins to make a profit. He knows that every business day costs him just so much to do business. As he can estimate reasonably his gross receipts, he knows what percentage of increase must be made on the price of each article he sells in order that his overhead expenses (taxes, rent, salaries, etc.) will be met. He then adds on an additional percentage to the purchase price of his goods to assure himself of a profit. Thus, if his actual gross receipts are approximately equal to his estimated receipts, he can be sure that his business is profitable. An apartment house manager should use the same method of assuring himself of a profit under normal circumstances as does the merchant. In other words he should add his monthly expenses including depreciation and replacements in order to estimate approximately what the apartments should earn to allow a reasonable profit. Some apartment managers have actually cut their rents to such an extent that even though they had every apartment rented, the gross receipts would not cover their overhead. In such cases drastic measures should be taken either to increase the rentals or reduce the overhead. When

listing a coffee shop or restaurant for sale in my office the owner will often tell us that everything after the first $50 received each day is profit. In other words, he knows that it costs him $50 per day to operate and he gets nothing until he has served $50 worth of meals. So it should be with an apartment house manager. She should know exactly what it costs her to do business each day, assuming that she has full charge of the building. Even though she hasn't full charge she should know whether she is running a profitable business or she may find herself working for a loan company or not working at all. Let us consider an actual problem in the correct placing of rentals.

In our "capitalization" example, we had the following expense list:—

Water	$25.00
Hall lights	15.00
Oil	30.00
Garbage	7.00
Insurance	18.00
Manager	40.00
Janitor	35.00
License	1.66
Taxes	90.00
Depreciation	80.50
Interest	112.50
Depreciation on furniture	52.08
	$506.74

There were 44 rooms which makes each room cost the owner approximately $11.50 per month. The income is $1,000 per month or $22.72 per room. We will assume that there are four two-room apartments vacant besides the loss of revenue from the one the manager occupies. She is losing a possible income of $181.76 per month

but she is actually paying out $92.00 a month which must be carried by the rented apartments. Let us examine her financial situation.

Gross Income	$1,000.00
Manager's Apartment	45.00
Possible Income	955.00
Vacancies (8 rooms)	181.76
Gross Actual Income	$773.24
Operating Expenses	506.74
NET INCOME	266.50

Now let's change the set-up and assume that she is paying $100 a month to amortize the bank mortgage and $110 a month interest on a $11,000 second loan, which the former owner actually paid. Thus the total overhead is $506.74, plus $210, or $716.74. Subtract this from the previous gross income of $773.24 and she has only $56.50 net profit. You can see that she cannot possibly cut her rents or have any more vacancies. What must she do? Her only salvation is to analyze and try to reduce expenses.

REDUCING OVERHEAD

WATER:

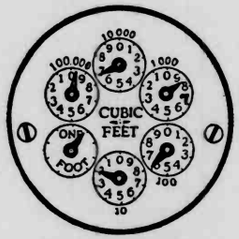
Check this item very carefully—go through the house and personally inspect every outlet. Don't trust it to the plumber or janitor. See that the toilets are flushing properly. Just the right amount of water and no more should be allowed so that they flush readily. If one flushes too much water it is wasteful, if there is not enough it is more wasteful, as that makes it necessary to flush it twice or three times. Insufficient water also adds to the hazard of stoppage. Listen at the tank for the sound of dripping water. Small streams of water are practically invisible when spread out on a porcelain toilet bowl. Band a piece of stiff paper and hold it against the bowl beneath the inlet allowing the water to run down the curve. If the toilet is

leaking, the quantity of water escaping will be surprising, especially if there are several toilets leaking in the same building. If you find a leak, bend the arm up which holds the metal ball in the tank and that may stop it. The amount of water in the tank is also governed by this ball. There is a hollow rubber ball which stops the flow of water into the toilet bowl. This sometimes gets out of shape and fails to drop squarely into the hollow seat, if this is so it should be immediately replaced. It can be removed by unscrewing the lift wire from the base. As these balls are inexpensive it is wise to always keep an extra ball on hand. The best para rubber costs more but lasts much longer. The lift wires must always be straight and plumb. A tank should empty within 10 seconds. Owing to lengthening of the rubber ball and insufficient rise from its seat, the time may be longer than 10 seconds with a correspondingly weak flush. This trouble may be overcome by shortening the upper lift wire, which works directly off the handle lever. A drop or two of lubricating oil on the lever mechanism makes it work more smoothly. Try this if the handle sticks. If the janitor does not understand these adjustments he should be told to inform himself. If the house has no shower baths, it might be preferable to install them for the tenants who prefer them, as the average bather takes far less water for a shower than for a tub bath. A constant dripping of water from a faucet under the average pressure will cost approximately 25c per month. Don't permit that. See if the water meter is in the runway of a garage. The cars passing over it may cause it to register. The Water Company will deny this, but I had an increase of $45.00 per month in a water bill because of that fact. This was an extreme case, in a public garage which I built and most of the cars were trucks, but the same thing would apply in moderation to a private garage. See that your gardener is not extravagant. Watch him carefully to find how long he waters the lawn. I discovered that my gardener was caring for other lawns in the neighborhood, and when he would leave my garden for the next one he let the water run in my yard until he finished

the other gardens. If he was unusually detained, my garden would be deluged, and my bill would soar. He entirely forgot it one night and the place was flooded.

TO LOCATE WATER WASTAGE: First, shut off the flow of water from all fixtures supplied by the meter. Then note the location of the pointer on the dial of the lowest denomination and if this pointer moves one-fourth of the way around in 10 minutes there is so much waste that you are paying over a dollar a month more than you should be paying, in fact, wasting enough water to supply an average family. If the leakage cannot be located at any known point, such as a water faucet or toilet call a plumber immediately. The manager should learn to read the water meter.

WATER METER REGISTER:



This Meter Registers 96,862 Cubic Feet

The water rate is based on units of 100 cubic feet, and therefore, when reading meters with registers similar to the one shown, disregard the dials for 1, 10 and 100 cubic feet, because they are only used for testing purposes. One hundred cubic feet of water is the equivalent of 748 gallons or 2,992 quarts.

HOW TO READ YOUR WATER METER:

First determine which way the pointers on the dials of your water meter rotate and then—Beginning with the dial marked 100,000,

record the smallest number on the dial that the pointer has last passed. Repeat this operation on the balance of the dials, reading the dials of next lower denomination in their proper sequence. The number thus obtained is the "reading" of the meter. If, when reading a water meter, one of the pointers on a dial is between two numbers, record the smaller number. If the pointer is directly on a number, for instance No. 7, on the dial for 10,000 cubic feet (see diagram above) it must be read at No. 6 unless the pointer on the dial for 1,000 cubic feet has passed 0.

ELECTRICITY:

In the springtime I have often noticed hall and lobby lights turned on at 5 P. M. That is all right in the winter, but after the days begin to lengthen, the clock should be changed often. Hall lights are usually regulated by a time-clock. In the older buildings they must be wound weekly, but in the later ones they are operated electrically. In either instance they should be changed at least once a month to allow for the lengthening or shortening of days. Don't rely on your janitor to do this. It is his duty, to be sure, but janitors are often careless. Remember that if they were good business men they probably wouldn't be janitors. Be sure there are no lights burning in the store-rooms or other unnecessary places. An incandescent lamp is said to consume from $2 to $5 worth of electricity (according to the rate) during its life so it is important to buy good lamps. (Mazda). The inside frosted lamps are efficient and easily cleaned while the outside frosted lose their efficiency quickly, due to dust accumulation. Imported bulbs usually cost more in operation than is saved in their initial price. It pays to buy American bulbs and contribute to American industry. The principal cost of a bulb is in operation and it is therefore obvious that the best lamp is the cheapest. The life of a cheap imported bulb is probably 500 kilowatt-hours and the cost of operation 1-3 greater. A good American bulb will burn 1000 kw hours or more, and the cost of operation is about 1-3 less. There

are some American bulbs sold in the five and ten cent stores for ten cents which burn for 500 kilowatt hours and do not consume more electricity per hour than the 1000 kilowatt globes. Ten cent bulbs stamped with the names of reputable American manufacturers are as economical in operation as the more expensive bulb but must be replaced oftener. However all bulbs outlive their usefulness if burned over 1000 kwh.

Some of the cheap lamps of American manufacture are refilled ones. The replaced filament is almost sure to be of inferior quality and may even be the costly carbon type.

Indirect lighting fixtures require about twice the amount of electricity to produce a given degree of illumination.

It is poor economy to have poorly lighted halls and certainly lowers the tone of your apartment house, but it is not necessary to be extravagant. One should not have globes of too many watts nor use old carbon lights. Globes having burned over 1000 kilowatt-hours use 10% more electricity than new bulbs. However, that excess is not appreciable in 40 watt globes.

Be sure that your motors are all in order and not turning off and on oftener than necessary. It costs money for fuel (oil or gas) as well as for electricity every time they are switched on and if switched on often the bill is increased. The starting load of any motor is always greater than its running load and some gas always escapes without proper combustion when first ignited, hence the increase in cost if motor is turned on often. This condition may be caused by the water in the boiler being too low.

Defrost the refrigerators regularly and see that they are not colder than necessary. Get an accurate thermometer and place it in the lower left hand corner of the refrigerator. It should register a temperature between 38 degrees and 50 degrees Fahrenheit. Make this temperature check when tenants are out so that the test is not affected by the tenants using their boxes. Any warmer temperature than 50 degrees will breed bacteria, and a temperature colder than

38 degrees dehydrates or dries the food. Besides being unsatisfactory it is a waste of electricity to run ice boxes too cold. Inspect the boxes or have an expert do so to ascertain whether the insulation is adequate and whether there are any leaks. To test for leaks insert a piece of paper between the door and the box, and after you close the door, if you can withdraw the paper without tearing it there is a leak that should be corrected to save electricity and create efficiency. If your motor is too small for the load it will use an unnecessarily large amount of electricity. This causes the motor to run continuously which increases upkeep or stop and start often which is expensive as the starting current is very much heavier than the normal running current. A motor for 18 units should be at least ¾ horsepower.

It may interest you to know the meaning of watt, watt hour and kilowatt-hour

"WATT:"

A watt is the unit used in measuring the rate at which energy is consumed by an electric device.

"WATT HOUR:"

A watt hour is the unit used to define that quantity of electricity consumed if a watt of electricity is made to flow for one hour. To obtain the number of watt hours consumed by a given lamp, motor, or electrical device, multiply the rate capacity in "watts" (stamped on the lamp, etc.) by the number of hours of continuous use.

"KILOWATT HOUR:"

A kilowatt hour (Kw. hr. or K. W. H.) is 1000 watt hours. For instance, the amount of electricity consumed by a 100 watt lamp burning 10 hours, or a 500 watt lamp burning 2 hours would be one kilowatt hour. The number of the monthly bills for electricity depends on the number of Kw. hrs. consumed.

Keep a supply of fuses on hand, so that in case of necessity you may put in a new one and avoid unpleasant delay in the restoration of your lights or power. Because of fire hazards, it is unsafe to re-

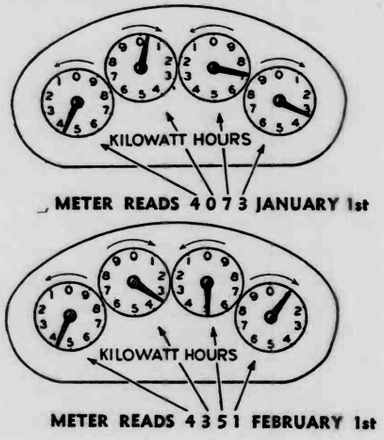
place blown fuses with new ones of greater capacity. Do not risk your property or safety by using a makeshift in place of a regular fuse of proper size. *Never stuff tin foil or place coins in the fuse sockets!*

HOW TO READ THE ELECTRIC METER:

Beginning with the left hand dial, record the smallest number that the pointer has just passed. Repeat this operation on the next three dials, recording the numbers in their proper sequence, and the number thus obtained is the reading of the meter.

If, when reading a meter, one of the pointers on a dial is between two numbers, record the smaller number. If a pointer is directly on a number, the next lower number must be recorded unless the pointer to its right has passed 0. (Pointer directly on No. 6, read as No. 5, etc.)

If a meter, as shown below, read 4073 on January 1st, and the reading on February 1st was 4351, also shown below, the difference between the readings, in this case 278, would be the number of Kw. hrs. used during the month of January.



NOTE: The above explanation applies to all meters having a constant of 1. If a meter has a constant of more than 1, it will be plainly printed on the face of the meter. On such meters it is necessary to multiply the difference in the monthly readings by the CONSTANT. For example: If on the face of the above meter there was printed "Multiply by 10" it would be a "10 CONSTANT" meter, and the difference in the reading, 278, would be multiplied by 10. The result, 2,780, would be the Kw. hrs. consumption for the month of January.

FUEL:

Check on your janitor for fuel waste. I do not advocate cutting down on the steam heat but I have had janitors who would "roast" the tenants in warm weather and "freeze" them when it was cold. Again make use of the thermometer, making sure it is accurate before any testing is done. According to the U. S. Bureau of Standards, rooms are more healthful if kept at about 68 degrees F., with proper humidity. Temperatures in excess of 68 degrees F. incur a waste of fuel. To maintain a temperature of 75 degrees F. will increase fuel consumption 15 to 20%. A thermostat control will greatly aid in controlling waste from this source. Any room showing over 70 degrees to 72 degrees is decidedly unhealthful.

The most satisfactory furnace schedule is as follows: Motor on at 5:30 A. M. to 6 A. M. and off at 10:00 P. M. (Summer only—Motor off at 10:30 A. M. and on at 3:30 P. M.) Your thermometer will aid you in determining the hours your janitor should start your motor if the above schedule should not prove satisfactory for your house.

If you are fortunate enough to have a motor thermostatically controlled you can set the hours as above but if you have manual control (a janitor) see that he reports promptly at these hours. Tenants won't accept alibis when it comes to heat and hot water, so let your janitor know that you expect him to be prompt. It is easier to get a new janitor than it is a new tenant.

It may be that your house is difficult to heat because of the numerous windows or inadequate radiators. Your windows may have

been fitted too loosely or the building may have settled allowing too much leakage or drafts under doors and windows. Check these items, and if they are all in order make a test on a cold day, with your thermometer. If your furnace is unable to create a temperature of 70 degrees in any room your equipment is inadequate and you should call in a reputable heating engineer. A correction should be made immediately as your heating service will never give satisfaction if your plant is inadequate. One or two sections can be added to the radiators without a great deal of expense, if your boiler is adequate. If not, it may be possible to add a section to your boiler.

Change the color of the radiators if they are covered with metal paint (bronze, aluminum or gold), as the metal paint decreases their heating efficiency 10% to 20%. If there is a fireplace in the room be sure there is a damper and that it is closed when not in use. As it can draw out of the room as much heat as the radiators will emit.

Sometimes a tenant will be suffering from a cold or other illness and feel cold. In that event your thermometer will be a protection to you. I suggested to a complaining tenant that she purchase a thermometer, as I had thermostatically controlled heat and could not understand why she was cold. It seemed that she had a thermometer and it registered 65 degrees. I brought it to my apartment and tested it with an accurate one and found that it was 5 degrees off. In other words, when she would look at it and see 65 degrees she would immediately imagine she was cold; when in reality the temperature was 70 degrees. When she found her thermometer was inaccurate, I had no more trouble with her as her physician had told her never to allow the temperature to exceed 70 degrees.

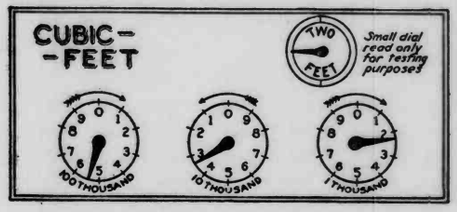
Liquid-in-glass capillary tube thermometers guaranteed to be not over 1 degree in error should be obtained. Those with a dial operated by a coil are not dependable.

Have the water tank cleaned at regular intervals depending on the amount of sediment in the water in the main. It costs a great deal more to heat a dirty tank than a clean one. A heavy deposit of mud

collects in the bottom of the tank, which is very difficult to heat. It costs only $8.00 to $15.00 to clean the tank and it soon pays for itself in service and oil savings. Have the coil inside the tank scrubbed with a wire brush when tank is cleaned which should be at least once a year, depending on the size of the tank and the building.

If gas fuel is used you should learn to read the gas meter.

HOW TO READ THE GAS METER



Upon the dial illustrated above, in the circle on the right marked "1 thousand" one hundred (100) cubic feet is indicated by each figure. In the middle circle marked "10 thousand" one thousand (1,000) cubic feet is indicated by each figure. In the circle on the left marked "100 thousand," ten thousand (10,000) cubic feet is indicated by each figure. The small circle at the top, which is upon every meter, shows more perceptibly than the others the passing of a small quantity of gas and is used in ascertaining leakage in the house pipes or fixtures as well as for testing the exactness of the meter when brought to the testing room. You will note that one complete revolution of a pointer on any dial is equal to one division of the next dial to the left. Also the direction of the movement of the pointer is rotated in alternate dials in opposite directions.

To read and note, a statement, begin at the left hand circle and write down the lesser of the two figures that the pointer is between;

proceeding with the right hand circles in the same manner. If a figure is exactly covered by a pointer read that figure.

In the gas meter dial illustrated above:

the 100,000 circle reads 50,000
the 10,000 circle reads 3,000
the 1,000 circle reads 200

the total reading being 53,200. If the reading of the meter a month previous has been 51,800 the difference, 1,400 would indicate that 1,400 cubic feet of gas has been consumed during the month. To ascertain the amount of the bill, apply the rate schedule for your class of service. Copies of rate schedules may be secured from your local office.

GARBAGE:

Call up the Board of Health and find out whether your garbage man is overcharging you, if the following San Francisco schedule does not cover your case:

Daily collection from 40 room apartment house	$ 7.80	monthly
Daily collection from 60 room apartment house	10.00	"
Daily collection from 70 room apartment house	11.00	"
Daily collection from 80 room apartment house	12.00	"
Daily collection from 100 room apartment house	14.00	"

More than likely you are paying less than the scale due to competition in the garbage business. However, if the rate is established, as in cities where garbage is collected by the municipality, there is no possibility of effecting a saving.

INSURANCE:

Insurance is a widespread source of unnecessary expense to apartment owners. Rarely do owners receive such conscientious advice that proper revision of their insurance would not result in a saving to them. Many owners believe themselves to be properly covered but they find they are not after a loss is incurred. It is well to take

one's policies to a competent, reputable broker and have a survey made of them. Insurance like salesmanship and law, is another subject to which an entire course could be devoted. An owner would do well to take such a course. I will treat insurance more fully under "Purchasing Insurance."

JANITOR:

You may be paying your janitor too much. Go to some real estate office and inquire if some of the similar buildings in your district are for sale. If so, they may have a statement showing the expenses and you can quickly learn what the other buildings of a similar size and type are paying. I know of one owner paying $10.00 more than the owner of the twin house next door, the duties being identical in both houses. Janitor's duties are discussed fully in the chapter on Cleaning Equipment, Methods and Formulae.

LICENSE:

In a previous chapter the San Francisco schedule of charges for license was discussed, but it is well to check on this as the income governs the fee. I have known many houses paying for years the same license fees which were paid when the building was new and had a greater income. Where the fee is based on the number of rooms and garages of course it is a fixed charge and cannot be reduced. (See "State Housing Act," Chapter II.)

TAXES:

It often happens that an owner pays too much for taxes. Check up at the City Hall and find out what other similar houses in the block are paying. The assessor will gladly give you this information. Even if all are paying the same it may still be too high. If you think so, you may get a reduction if you present your facts to the Board of Equalization before the first Monday in July. I obtained a refund on one property of $360, the property valuation being reduced $10,000. If you have paid taxes on the same appraisement for 10 years you are

entitled to a re-appraisement. They will seldom re-appraise oftener than that. If some unusual circumstance arose they probably would re-appraise, particularly if it increased in value. In case of serious fire, report it to the Tax Assessor before March 1st in order to get a tax reduction.

EMPLOYEES:

If you have several in your employ, they may be the source of the biggest unnecessary expense, making it possible for you to save more on this item than on all the others combined. It may be that you are giving too much service for the rent you receive. Check up carefully on the amount of work each one does. See how long it takes him or her to perform the different tasks, and then make out a program for each day and see where the leak is. When finishing a new building I assigned different men to do the same task, on different floors; thus I could quickly tell which one was losing money for me. Clean one apartment or one room yourself and see how long it should take; then insist that your employees do it as quickly. A bath should be cleaned in about 20 minutes.

You may say to yourself: "What if I do save twenty-five cents a month on a leak? That won't help me." Don't forget that if you save enough leaks of water, oil, electricity and labor it is soon equivalent to having another tenant. Watch out for all kinds of leaks.

COMMISSIONS, PERCENTAGES, ETC.:

There are many ways an alert manager may increase her income if she is a good bargainer. The milkman, cleaner, furnitureman, gas and electric company, interior decorators, laundrymen, icemen and moving companies may all contribute materially to her salary, depending on the size of the house. Select a reliable mover and he will probably pay you 10% on all your leads if he is able to get a job. I know a woman who made $60 on one lead for new furniture. If the new tenant has no furniture give her name to some furniture store and

no doubt they will allow you a commission. The same is true of the other trades people I have mentioned. Not only are you paid for the trouble but it is also a service to your tenant if you deal with reliable merchants. In these matters a very definite service is performed and the commission paid is directly chargeable to advertising and does not penalize the owner of the building. Naturally it would be decidedly disloyal to receive a commission or percentage if it caused an increase in price to your owner. I have discussed this with the tradespeople and I find that they charge the allowance to advertising—a surer and more direct form of advertising than any other. Owners or tenants would both strenuously object to being penalized for this service by an increase in cost.

In the case of the laundry and gas and electric commissions you more than earn your fee. There is a great deal of work and responsibility connected with the collections and bookkeeping in these accounts. Some owners insist upon all these commissions being turned over to them but I think this is a very unfair demand and tends to build up disloyalty in a manager. The manager should be allowed to retain these commissions. She realizes the extra work it entails and the impossibilities of an owner's checking accurately, so she may be negligent or dishonest without fear of discovery. It is additional work for which she should be fully compensated.

(Since the advent of the N. R. A. Codes some of the above commissions are not allowed.)

SUMMARY:

It is important to reiterate what I have said before, that your rentals, regardless of overhead and operating costs, are ultimately governed by the competition in your neighborhood. Why not try to raise the standard of rentals to a fairer basis? If your nearest competitors are cutting rents, urge them to uphold the prices. With your analysis of income and expenses you can show them where they are hurting themselves and may be of mutual benefit.

PURCHASING INSURANCE

BRIEF HISTORY AND ANALYSIS:

Fire insurance was the first kind of insurance known to the world and all other branches have sprung from the first fire insurance company.

It is interesting to know that the Assyrians over 2500 years ago made the first application of fire insurance principles.

Members of the villages were levied upon to provide a fund for relief in case of drought or fire. If an accidental fire occurred an assessment was made to reimburse the unfortunate victims.

It was not until the 17th century that insurance companies of the present type were organized.

Between the years 1635 and 1660, various insurance schemes were proposed but the first real insurance development was begun after the London fire of 1666. One of these companies, formed in 1710 in London, still exists and is one of the leading insurance companies of the world today.

England is really the mother of the insurance business and some of the strongest companies in the world are English companies. The United States followed suit in 1721 in Philadelphia.

In those days it was impossible to insure a building in front of which there were trees. Trees were thought to render the hazard too great, as their fire fighting apparatus was inadequate. This caused so much dissatisfaction that numerous other insurance companies were formed and it was the beginning of the many different types of insurance which we have today. One can become insured against almost any hazard.

The annual fire loss in the United States is about $500,000,000 and insurance helps to equalize the burden of this loss. It has aptly been called a "shock absorber."

You will have some idea of this loss if you can visualize standing

on a pier of our new Golden Gate Bridge and tossing into the bay $1,000 in gold every second of every day for a year. The sum thus lost would be equal to our annual fire loss. These hundred years of insurance experience have proved its necessity.

Insurance is not a commodity that can be bought by the pound or by the foot. True, rates are pretty well standardized which leads the novice to believe that insurance is all alike and the costs about the same, so where and how he buys it is not important. Protection is the only thing you buy in insurance. Someone else assumes the risk of fire or other hazard for you at a definite cost. That is where the catch is. If a broker is not informed as to where and how to place that insurance the client is assuming two risks instead of one. He is not only assuming the fire hazard but is risking the premium as well. If he is paying a $60.00 premium for a $10,000 policy he may possibly lose his $10,000 house and his $60 premium also, unless the broker is qualified to place the policy where protection of both the property and the premium is assured.

All apartment house owners are vitally interested in fire insurance. This coverage is necessary to protect the owner's investment and is required as collateral in connection with loans on the property.

ENGINEERING SERVICE:

First of all the apartment house owner is interested in the cost of his fire insurance. Very few realize that this interest should be displayed at the time the building is in blue-print stage. If plans are carefully checked from a rate standpoint before construction begins, it is often possible to make changes that will result in lower rates. This service may be obtained without cost through the engineering departments of reliable brokerage houses. These brokers, in turn, have at their disposal the service of engineers, maintained by the insurance companies. Also the Board of Fire Underwriters of the Pacific may be consulted.

RATE MAKING ORGANIZATION:

The Board of Fire Underwriters of the Pacific is the rate-making body in most of the states on the Pacific Coast. The function of this organization is to promulgate equitable rates on all properties. The cost of this service is entirely borne by member companies whose work also extends into the field of fire prevention and thereby adds to the safety of human lives. The companies belonging to this board are usually referred to as "Board" Companies. It is recommended that fire insurance be placed with "Board" Companies who participate in this important work.

The placing of insurance in "Board" companies is restricted to the brokers belonging to the Insurance Brokers' Exchange, an organization of brokers formed for the purpose of upholding the ethics and trade practices of brokers. This association endeavors to raise the standards of the profession. Financially irresponsible brokers are precluded from writing "Board" business as a substantial fee is charged for membership. President Theodore Roosevelt said, "Every man should devote some of his time to the upbuilding of the profession to which he belongs," therefore, every consideration should be given to members of the Brokers' Exchange who are upbuilding their profession.

RATE REDUCTION:

It has been suggested that rate reducing methods be employed in new construction. If you are the owner of a building that is already completed you will find it to your advantage to have your broker secure a copy of the rate survey of your property and check over the various features that affect your rate. After a basic rate has been established additional charges are made for unsafe conditions. These may often be corrected at little cost and the rate correspondingly reduced. Remember, that fire insurance costs are based on the loss experience of the companies and your efforts in fire prevention will be regarded in the downward revision of rates.

PRIVATE FIRE PROTECTION:

Private fire protection will materially reduce insurance costs. Aside from automatic sprinkler equipment the most effective private protection consists of stand-pipe with adequate supply of hose on each floor and proper distribution of chemical fire extinguishers throughout the building. The cost of sprinkler equipment or stand-pipe and hose will be much less if this protection is arranged for when the building is planned.

CO-INSURANCE:

Substantial reduction in fire insurance rates may be had if the building is insured for at least 70 per cent of its sound value. In granting such reductions an average or co-insurance clause is made a part of the policy, the terms of which require the owner to maintain the agreed percentage of insurance to value or become a co-insurer for the amount of any deficiency.

In case of furnished apartments the contents may also be insured under the above described average clause.

Where explosion endorsements are added to fire policies there is no co-insurance requirement unless the fire policy is so written. Separate explosion policies have a minimum co-insurance requirement unless the fire policy is so written. Separate explosion policies have a minimum co-insurance requirement of 50 per cent in which case this class of insurance can be written for 25 per cent of the value.

EXPLOSION INSURANCE:

Since natural gas was substituted for manufactured gas, the gas explosion hazard seems to have increased. This is probably because its odor is not so offensive and consequently its presence not so easily detected. Indemnity against loss or damage from this source can be provided by an endorsement on a fire insurance policy, at an additional cost per $100 of insurance of not over 5c per annum or 10c for three years.

Also there is provided an explosion hazard endorsement for

buildings exclusively occupied as apartment houses, of not more than six apartments, at an additional cost of only 6c per annum, or 12c for three years. This provides protection against loss or damage from explosion of any kind, except rupture of steam boilers and fly-wheels and their connections.

Similar protection can be extended under a separate policy where there are more than six apartments, at about the same cost (5c annually, or 12½c for 3 years) unless there are mercantile occupancies in the same building, some one of which rates higher for explosion insurance purposes.

Recently natural gas has come into wide use for heating apartments, and in those apartments where the conversion or gas burner has been installed explosion insurance is most important. Every boiler whether operated by gas or oil, should have safety features cutting off the flame if the water in the boiler is either too high or too low, and these devices not only reduce the possibility of explosion but they effect the desirability of the risk from the insurance company viewpoint. Natural gas is also an added hazard to the public and makes public liability insurance more necessary.

NEW SEVEN POINT ENDORSEMENT:

This Seven Point Combined Contract is applicable only to apartment houses containing six or less apartments. This combined contract provides the following list of additional coverages under your fire insurance policy.

Fallen Building Clause Waiver
Aircraft
Explosion
Hail
Motor Vehicle
Riot
Windstorm

The cost of this endorsement attached to the fire policy is ten cents

per hundred dollars per annum or twenty cents per hundred dollars for three years. In most cases the Fallen Building Clause waiver has already been eliminated and in these instances the cost is only five cents per hundred dollars per annum or ten cents per hundred dollars for three years. In those cases where the Fallen Building Clause Waiver and Explosion Endorsement have been attached the above coverage can be substituted in lieu thereof with a small return premium ensuing.

APPRAISALS:

When the Average Clause is made a part of the policy it is very important that the value of the building be accurately determined. It is recommended that the service of a recognized appraisal company be employed. An original appraisal may be obtained at a reasonable cost, and for a very moderate additional fee the appraisal companies will annually recheck their figure. In the event of a serious loss an appraisal will greatly simplify the settlement. Appraisals often reveal that more insuranceee is being carried than is necessary to comply with the co-insurance requirement without the co-insurance clause. An appraisal would show whether or not more insurance was being carried than could be collected in the event of total loss.

RENT INSURANCE:

Owners should also bear in mind the importance of insuring the rental value of their buildings. The same fire that will destroy physical values will also stop the rental income. Your broker will be glad to figure the cost of this coverage for you.

RENTAL INCOME INSURANCE:

For an old and what should be a staple form of insurance "Rental Income" is little understood by property owners.

The best of apartment buildings may burn. No matter how fireproof the construction may be the contents are inflammable.

This type of insurance is written in two forms:

1. *Occupied or rented portions only.*
2. *Occupied or vacant.*

Under the *occupied only* form the policy is intended to cover the actual loss of rental income from rented portions of the building, resulting from fire which renders such portions untenantable and the rental income shall be estimated according to bona fide leases, contracts or agreements in force on the rented portions of the building at the time of the fire, less such expense as the insured is relieved of, on account of said fire.

Under the *occupied or vacant* form the policy is intended to cover the actual loss of rental income from the building resulting from fire which renders the building wholly or partially untenantable.

The rental income insured shall be the fair rental value of such unoccupied portions (if any) of the building and the rental income from the rented portions according to bona fide leases, contracts or agreements in force at the time of the fire, less such expense as the insured is relieved of, on account of said fire.

Both forms provide that should the insured occupy any portion of the building, a fair rental value of the portion so occupied shall be considered as a part of the rental income.

The clause "less such expense as the insured is relieved of, on account of said fire" simply means less the expense of say, an engineer, fireman, elevator operatives, heat, light, water, and general upkeep that would immediately cease in event of fire and which are paid out of the rental income.

We might say in a small fire this clause would not apply, but in event of total loss it would be quite an item and a just elimination as in all contracts of indemnity the measure of the loss is the actual loss sustained.

It is a condition of this insurance that the insured shall not be entitled to compensation on account of inability to construct a building of like character. If the building or any material part thereof fall except as a result of fire, all insurance by the policy shall immediately cease.

The amount of loss (if any) shall not be limited by the date of expiration named in the policy, but in no event shall the company be liable for more than the amount of the policy.

The fallen building clause can be eliminated from this form if desired, as is done in the fire insurance policy.

The cost of this insurance is nominal, but unless at least 25 per cent insurance to value is carried the full fire rate of the building is charged and the policy can only be written for the term of one year.

By maintaining 25 per cent or greater insurance to value this insurance can be written for the term of three years at the cost of two annual premiums.

The rates for the *occupied or vacant* form are 10 per cent higher than for the *occupied or rented portions only* form.

When taking off the annual statement on your properties, it will be found that the money paid out for insurance is about the smallest item on the sheet and the one that means most, because in case of fire it becomes a wonderful asset.

The rate for rental income insurance is lower than the regular fire insurance rates, and it is good business to protect the income as well as the property. In many instances it has provided the means of meeting mortgage payments and taxes.

CASUALTY INSURANCE:

The importance of casualty insurance protection to the apartment house owner cannot be too strongly emphasized. The ever present hazard of accidents to tenants, the public, and employees, is daily evidenced in the press and the records of court actions for damages.

The forms, or rather classes, of insurance that should be carried are as follows:

1. *Workmen's Compensation* (if the house is not leased and the owner operates the apartment house directly.)
2. *Public Liability* which assumes the legal liability of the owner for damages to the public on account of accidents involving personal injuries on or about the premises, and including accidents away from said premises caused by employees in the conduct of the business other than those caused by the operation of motor vehicles.
3. *Property Damage* caused in and about the premises from accidental happenings and involving loss to tenants or the general public.
4. *Contractural Liability* which assumes the liability incurred by owners in leases to tenants or lessees by written agreement, both as to personal injuries and damage to property.
5. *Boiler and Machinery Insurance* which gives the owner protection for damage caused by the explosion or cracking of heating units and the breakdown or burning out of motors.
6. *Plate Glass Insurance,* which protects the owner on account of the breakage of plate glass on premises including earthquake and promptly replaces the plates.
7. *Fidelity Bonds* protecting the owner on account of dishonesty of employees, whether handling funds or otherwise.

COMPENSATION INSURANCE:

The need for compensation insurance is mandatory where the owner operates the premises, and failure to carry this protection is a misdemeanor punishable by a fine up to $500 or imprisonment or both. This provision appears in the Workmen's Compensation Law of California as amended by the legislature in 1928. It is mandatory even where the only employee is a "traveling" or "community" janitor.

The owner may insist that his employment is on a contractual basis but it will doubtless be held that the employer is liable in the event of an injury to him.

The manager should also be "covered" by compensation insurance. The only employers exempt from this law are those hiring inservants (maids, cooks, etc.), for employees, and then only three employees may be hired.

The compensation law is rigidly enforced and no employer should try to evade it. He not only jeopardizes his property by so doing but also his liberty.

PUBLIC LIABILITY:

Public liability insurance is the most important and vital coverage for the owner and foolish indeed is the owner who neglects to carry it. Judgments for personal injuries run into large figures in this present era of sympathetic juries and ambulance-chasing attorneys. The premium is based on the number of elevators and total area and frontage of the building. The policies include, periodical inspection of elevators as required by the California law and for which the owner would otherwise be compelled to pay to the State Safety Division a per diem and mileage charge. The minimum protection to be carried should be $25/50,000; that is $25,000 for any one person and $50,000 for any one accident involving two or more persons. It is not unusual for limits as high as $100/250,000 to be carried. The cost of the high limits is nominal compared to the premium for the base rates, which are computed on a $5/$10,000 basis.

PROPERTY DAMAGE:

Property damage is usually written in an amount of $5,000 but higher limits can be purchased for a nominal increase on the rate. Pedestrians are frequently claimants on account of damaged clothing or automobiles, due to careless attendants dropping something from the premises.

CONTRACTUAL LIABILITY:

Contractual liability seems to be little understood and is an important coverage that every owner should carry. Many apartments are leased and either the owner or the lessee assumes certain obligations in the lease which holds one or the other harmless on account of accidents to persons or property. This is not covered by a regular liability policy, as it is not an obligation imposed by law but a written contract between two parties. This may be covered in such limits as the owner may elect, and the conditions named in the lease are made a part of policy contract.

All leases should be carefully analyzed and the extent of liability thereunder well understood by the owner.

BOILER INSURANCE:

Boiler and air tank insurance includes periodical inspections for which the owner should otherwise be compelled to pay the state as explained in connection with elevator liability insurance. It also covers the cracking or fracturing of the cast-iron sections of heating boilers.

PLATE GLASS:

If your lobby has large plate glass windows or mirrors or if there are stores in your building, plate glass insurance is very important.

Costly damage may result any moment from an automobile accident, earthquake or robbery, or other cause.

Again, I will remind you to examine your leases carefully to see who is responsible for plate glass damage. A client of mine carried plate glass insurance for years, and when I took over his line and made a complete survey of his leases and policies I discovered that the plate glass liability rested with his tenants, who were also carrying insurance on the same plate glass. There is a possibility of great leakage in insurance, so be sure you are not carrying unnecessary expense and *are* carrying the necessary coverage.

FIDELITY BONDS:

Any employer having a manager or other employee handling money should protect himself with a Fidelity Bond which guarantees that an employee in a position of trust will not misappropriate the funds of the employer. The rates vary according to the risk involved but in the average apartment house these bonds would not be expensive. Any manager should be willing to furnish a bond and it is only the short-sighted and uninformed manager who will be offended or resent it if an owner requests a bond. It endows one with a wonderful feeling of security.

SUMMARY:

There are many interesting cases involving losses covered by the various coverages outlined above.

Falling flower pots from windowsills are the cause of frequent claims for personal injuries and property damage. The number of accidents from this cause is surprising.

One tenant was injured by the wall-bed falling on her and she collected large damages from the owner.

Another received a serious injury to her hand, due to the breakage of a faucet handle when she turned off the water, as she proved that the handle had been cracked for some time she collected damages for gross negligence.

It is always the unexpected which happens, therefore it is well for the owner to carry all of the coverage described. Be safe rather than sorry.

BROKER'S RESPONSIBILITY:

In California it is necessary to take a written examination and obtain a license from the State before a commission may legally be collected for writing an insurance policy. The uninformed layman sometimes labors under the impression that the mere fact that one has a license qualifies and equips one to write insurance. This is erroneous.

True he is *legally* entitled to a commission but not *morally*. The examination is perfunctory and it requires very little knowledge or study to pass.

The broker is morally obligated to see that his client is properly protected. Without a background of training and experience a broker is unable to provide this protection economically and completely. The fee which the insurance broker receives is earned only if he has sufficient experience and knowledge to select the proper forms, endorsements and coverage to completely insure and protect his client. A policy is too often given to a friend or relative as a favor.

When soliciting a policy I have often been told "I let Mrs. Blank write my insurance because she has three children and needs the commission." Or some other reason equally as immaterial. Little do they realize that they are doing Mrs. Blank a favor which may cost them their entire savings. They had far better donate a certain sum to her and charge it up to charity.

A commission is paid for a very definite service and expert professional advice.

An insurance broker is essentially obtaining money under false pretenses if he accepts an insurance commission without having qualified himself by instruction and training in proper coverage and devoting much time and attention to the insurance business.

Experience and expert knowledge are more necessary during these precarious financial conditions than at any time in our lifetime as so many insurance companies have failed within the last two years. A well informed insurance broker has data and statements available to guide him in the safe placement of business to a much greater degree, than the friend or relative writing an occasional policy for a little extra money.

Don't jeopardize your money and property by placing your insurance business with your friends and relatives unless you inform

yourself on their knowledge and ability to give you the maximum of protection.

A friend of mine gave his wife's sister a fire policy for $10,000. Before the expiration of the 3 year period she married and left the city and forgot all about her few policies. A fire occurred and when my friend went to the insurance company to collect he found the policy had expired and he did not know it. An established office properly equipped to attend to routine matters, renewals, etc., is absolutely essential to the safety of a client. There is no excuse for assuming the great hazard of buying insurance from one who is otherwise employed or liable to be out of the city when accidents occur or renewals are necessary.

The average merchandise one buys can be judged by the standard of the manufacturer. For instance, one may buy tooth paste cheaper at one store than another but if you buy the same brand you run no risk of poor quality. If you allow price only to be considered and take an unknown brand you are apt to get an inferior grade, and the money is worse than wasted.

All insurance policies look alike but so do mushrooms and toadstools. Unfortunately the standard brands of insurance cannot be bought at bargain prices and the cheaper you buy it the less protection you get.

If I told you I would, for a fee, guarantee you against the loss of your home by fire, you would immediately ask "How will I know you will be able to pay me if I have a fire?" Quite a logical question but does the average owner ask that of the insurance broker regarding the companies in which the business is placed?

Unless a broker is informed on that matter and all other technical matters relative to his insurance line he should not solicit business.

Don't be misled! Don't choose your broker for his salesmanship, personality or family connection, but solely on his experience, ability and technical knowledge of this most complicated and important commodity—insurance!

SURVEY:

A fire insurance policy is a contract for indemnity and there are certain duties devolving upon the other party to the contract as well as on the insurance company.

You should study the contract and understand it in order to fulfill your part of the agreement. On the back of each policy is a resume of some of the conditions embodied in the contract. It is titled "Read your policy" and that is the first thing the assured should do. Read it and analyze it until it is thoroughly understood. Also the endorsements attached. It may not contain any of the protection you intended to purchase.

In every well-equipped insurance office there are facilities for making a complete survey or analysis of your entire line of insurance. It usually reveals astonishing conditions in your insurance coverage. It is like turning a spotlight in a dark corner of a long unexplored attic. You will find things you never imagined were there and what you expected to find will be missing. That is, unless you have really been expertly advised. No doubt you *think* you have been expertly advised, but in order to check this most vital and important part of your business I suggest that you avail yourself of this free service offered by the larger offices and check up on your "pet broker." If he is able and conscientious he will be glad of the opportunity of convincing you of his ability and will welcome your "check up."

This survey contains a summary of all your insurance which gives you the picture at a glance. It also contains a complete record of each individual policy. These policies are then analyzed in detail explaining the advantages of the coverages as carried but, more important, it reveals the risks not covered or over-insured. A survey will often result in a material refund of premiums where the property is over-insured or the hazard removed or decreased. Another advantage of this survey is that your broker knowing that you are alert and that he is liable to be "checked-up" will be very thorough and analytical when writing any future policies.

Do not lose sight of the fact that improper coverage jeopardizes your entire business structure. One unprotected loss can cause a weakening of other investments and consume the reserve or impair your credit, necessary to carry on the business by which you earn your livelihood. Check up on your insurance.

INSURANCE FROM A MANAGER'S POINT OF VIEW:

As managers you will not be interested in the fire and other kinds of building insurance. However, you are interested in whether your owner carries compensation insurance, and it would be wise for you to understand your duties in reference to fire and public liability, for your carelessness or ignorance can void your owner's policy. One important rule in all insurance is that you should read your policy through carefully and understandingly.

The following information is on the back of all Standard Fire Insurance policies in California:

READ THIS POLICY:

Insurance company is liable only for actual cash value.

POLICY IS VOID IN CASE OF ANY FRAUD, false swearing, misrepresentation or concealment about material facts.

POLICY IS VOID, unless otherwise agreed in writing, if:—

1. It is assigned before loss;
2. Insured has or shall procure other insurance;
3. Any change occurs in location of property;
4. Insured building is on ground not owned in fee simple by insured;
5. Insured is not sole and unconditional owner;

POLICY IS SUSPENDED, unless otherwise agreed in writing, if

6. Described building becomes vacant or unoccupied for 10 days;
7. Mechanics are employed more than 15 days in repairing same;
8. Property is or becomes encumbered by chattel mortgage;

9. Illuminating gas or vapor is generated in or adjacent to described building;
10. Explosives or prohibited quantities of gasoline, etc. are kept on the premises.

INSURANCE CEASES, if described building or any material part fall except as result of fire.

POLICY does not cover certain enumerated personal property. Note particularly the duty of insured in case of loss;

Also provisions avoiding or suspending policy, including changes of ownership or possession.

Analyze it painstakingly until you grasp it fully. In case of fire it is incumbent upon you to make every effort to save the property or furnishings. I have known of people making the statement, "It is insured, let it burn.", but that invalidates their contract. That is really what insurance is, a contract—but certain things contained in that contract make it compulsory for you to perform definite duties in order to enforce it.

COMPENSATION COMPULSORY:

In reference to compensation insurance, remember that it is compulsory for every employer to carry it in California. Report at once any injury of an employee *and make no statement whatever as to who was to blame or whose fault caused the accident.*

One of the most important matters to remember is the name, address, and telephone number of the insurance physician. It should be by your telephone at all times so that in an emergency it will not be necessary to waste valuable time in searching thru a telephone book. An emergency card giving this information is furnished by the insurance company and should be kept in a convenient place.

The same is true of liability insurance. If a tenant is injured by a wall-bed, broken step or falling flower pot or other accident, report it at once and make no comment about the cause. The owner's lessee's liability is greatly increased if you are advised that there is a

defective handle on a faucet or a defective step, wall-bed or "what not" and no effort is made to correct it. If an accident occurs you are guilty of contributory negligence if the tenant can establish the fact that the owner or manager was careless or had knowledge that the fixture was out of order or damaged.

A fire policy may be voided by not complying with the provisions regarding fire hazards, such as, gasoline storage, trash accumulation in furnace room, or any of a number of careless acts.

Remember it is illegal to have flower pots or other obstructions on the fire escapes or to allow halls and landings to be improperly lighted, and if any injury results from such disregard of the law the owner may incur heavy damages.

FIRE PREVENTION IN THE APARTMENT HOUSE

By T. Trivett, Captain in charge, Bureau of Fire Prevention and Public Safety, San Francisco, Calif.

Every large city has its apartment house fire problems. Many lives and millions of dollars are lost annually in apartment house fires. While some of the visible financial losses may be covered by insurance, many of the hidden losses are not. There is, for instance, the loss of desirable tenants. It is a well known fact that after almost every apartment house fire, irrespective of size, many tenants move. The reasons for their leaving vary. With some it is fear of another fire, with others it is the inconvenience of living within the building while repairs are being made, and with others it may be one of many reasons directly attributable to the fire, but nevertheless they move. Empty apartments do not produce revenue. Consequently, since apartment houses are erected primarily for that purpose, each representing a considerable investment, it is only logical to assume that the owners want to avoid fires, particularly the misery and the complications that follow in their wake. Therefore, they should give FIRE serious consideration.

The plan of the structure—the fire resistiveness of the materials

used in its construction, the protection of vertical and horizontal openings, the proper location, installation and protection of incidental hazards, such as heating units, cooking appliances, incinerators, chimneys and flues, garbage chutes, garages, type and location of the means of egress, window exposures, etc.—should be the first consideration. In short, the potential fires within the building should be fought while its plans are still on the drafting board. There is no department within its city government more interested in the construction of a building than the fire department. Therefore, the plans for an apartment house should always be approved by proper officials of that department. Today, in most cities, such procedure is made mandatory by law. But whether it is or not, the local officials should always be consulted. They will point out conditions that otherwise would not be observed by persons unfamiliar with fire.

The cost of fire prevention and proper maintenance of fire protection in apartment buildings already erected is practically nothing, the essential factor being the will to try. For the guidance of the owners and the managers of such buildings, I shall touch briefly on a few of the "high spots" of fire prevention and fire protection maintenance recognized as necessary for the protection of the apartment house.

The basement should be kept free of rubbish at all times. Where storage space is provided in the basement for tenants, it should be in the form of individual storerooms. The walls and the ceilings of such storerooms should be metal lined. Each room should be provided with a door, which should be kept locked. The tenants should be warned neither to store highly flammable materials within the storerooms nor to overcrowd them. When they are found to be overcrowded with flammable materials, the proper fire officials should be immediately notified.

Garages in all apartment buildings should be fireproofed, and they should be kept clean. Neither gasoline nor other flammable

materials should be permitted to be stored within them. Sawdust should not be permitted on the floor. Either a few buckets or a barrel of dry sand with an iron scoop, together with approved fire extinguishers, should be kept within every garage.

The heating equipment, regardless of the kind of fuel used, should be enclosed within a fireproof heater room, the door to which should be metal clad and automatically self-closing. If holes should be cut in the ceiling or walls for any purpose, they should be immediately repaired. Heater rooms should not be used as a place of storage for unused articles. Drying clothes within them should be discouraged. Where oil is used for fuel, the equipment should be of an approved type, and all oil-burning installations, old or new, should be provided with approved automatic safety devices. The equipment should be inspected and cleaned regularly, and the person operating it should be thoroughly familiar with its operation. A shallow pan of sand should be placed under the oil burner to catch the drippings. Buckets of dry sand and approved fire extinguishers should be readily accessible for use in the event of a fire.

The smoke flues should be given particular attention. They should be cleaned at regular intervals, and should they become defective they should be immediately replaced.

The hallways, stairways and other exits should be kept free of obstructions. This includes stairways to the roof and to the basement, as well as rear stairways. Signs and lights, indicating the location of the means of egress, should be provided in all hallways. Nothing should be attached to nor placed on fire escapes. The injury of a person by a flower pot falling from the balcony of a fire escape on an apartment house might be the cause of the owner having to face a heavy damage suit.

The vertical shafts, such as elevators, dumbwaiters, laundry chutes, etc., should be metal lined and equipped with automatically self-closing, metal-clad doors. The bottoms of such shafts should be kept

clean. The elevator penthouses should be inspected occasionally. Greasy rags or other flammable materials should not be permitted within them.

Individual cooking and heating appliances should be carefully installed. They should not be placed too close to woodwork, and the woodwork should be properly protected with metal and asbestos.

The roof should be inspected often. Drying platforms and other wooden platforms should be covered with fire retardent material, and rubbish or other flammable material should not be permitted underneath them. Flammable rubbish underneath an unprotected wooden platform and a spark from a nearby chimney are all that is needed for a serious roof fire. Radio aerial wires srould be kept at least eight feet above the roof, and they should not be fastened to fire escapes. The penthouse doors should be kept closed.

The electric circuits should not be overloaded. This can easily be done when the management is not aware of the appliances used by the tenants. Electric fuses serve as safety valves, and they should never be replaced by substitutes.

Neither garbage nor rubbish should be permitted to accumulate in or about the premises. Where garbage chutes are not installed, metal cans equipped with tight-fitting covers should be provided for the storage of garbage and rubbish pending its removal. Where garbage chutes are installed, the tenants should be instructed to reduce their garbage bundles to a size that will not wedge within the chutes. Janitors should be instructed to see that such chutes are clear before lighting the fire in the incinerator.

Careless smoking should not be permitted within an apartment house. The tenants should be warned of the danger of such practice.

The fire-fighting equipment, such as fire pumps, tanks on roof, hose reels, fire extinguishers, etc., should be given careful attention. When needed, the efficiency of such equipment is the vital factor. Fire pumps should be tested regularly. Tanks on roof should be kept properly filled, and they should be inspected at regular intervals for

possible leaks. Hose reels should be properly coiled and equipped with playpipes. Fire extinguishers of an approved type should be installed at strategic locations, and they should be recharged at least once a year.

Last but not least, a plan of action to follow in the event of a fire should be formulated and carefully studied. Fire is ever lurking, awaiting an opportunity to strike. Therefore, it is well to know just what one should do when a fire actually occurs.

The entire idea of fire prevention in the apartment house may be expressed in a few words: "Carefulness, plus good housekeeping, plus a little technical knowledge." Strict adhernce to the few simple rules enumerated in this article should aid greatly in solving the apartment house fire problem. Remember, when in doubt on any question, the proper fire officials should be consulted—for instance, in San Francisco, the inspectors of the Bureau of Fire Prevention and Public Safety.

PURCHASING SUPPLIES

An apartment house manager should be technically informed in buying standards of carpets, linoleum, linen and bedding. When an owner develops a confidence in the ability and judgment of a manager, the purchasing of the equipment will doubtless be delegated to the manager. This is much to be desired as it is very interesting and a pleasant change of duties.

The American Hotel Association tells us that carpets depreciate at the rate of 16.67% per year, but towels and bed linen probably depreciate at the rate of 30 to 50% annually. The selection is therefore of prime importance but the care they receive is certainly next in importance. This is another subject where a complete course could be studied profitably. A professional buyer or purchasing agent has a great deal to learn and, when proficient, is well paid.

It is well to watch for bargains but it is far more important to buy goods that will pay dividends in wear, upkeep and appearance. Value is more important than price, and always remember, no article is ever a bargain unless it fills your need. When builders or managers "buy to a price" without comparison of values it is invariably costly. For instance, there are about twelve major points to compare in purchasing bathtowels before a price comparison can be made fairly.

The absorbent quality of a bath towel comes from the pile, which consists of many rows of loops—the more loops there are per square inch, and the bigger each loop, the more luxurious is the "feel" of the towel and the more efficiently it will do the drying.

Underneath the loops is the ground-work of the towel which determines its resistence. Since practically all pull on towels is in a lengthwise direction, it is the warp ends or lengthwise threads which must be extra sturdy.

Two-ply warp is the construction you should insist upon for utmost satisfaction in bath towels. This insures double strength in the "heart" of the towel, where it counts, and results in a far greater measure of serviceability.

Often cheap Turkish towels have a soft "springy" feel when new because they are loosely woven. But this flimsy construction permits the pile loops to pull out, causing "runs" not unlike those in hosiery. And when the towel has been laundered a few times the weaknesses are apparent.

It is also important in selecting Turkish towels for wear, to make sure that each selvage is firmly bound. Otherwise, fraying along the edge is certain to result.

The following glossary of wash fabric terms may be helpful:

WARP, the threads in any fabric running lengthwise, that is, parallel to the selvages. Each warp thread is called an "end." In weaving, warp threads are stationary.

FILLING, also called the woof or weft—the threads running at right angles to the warp. Each filling thread is called a "pick." These threads are carried back and forth across the warp by the shuttle, in weaving the cloth.

SELVAGE, edge of cloth woven to prevent raveling, differing in finish from the fabric itself.

WEAVE, the manner in which threads are interlaced to form a fabric. Variations of weave are largely responsible for the innumerable kinds of cloths made from the same raw materials.

NAP OR PILE, short, projecting fibers forming the surface of certain fabrics, such as velvet, bath towels, etc.

The following chart, or specification, with a few additions, can be used in making a selection of almost any washable fabric used in the operation of an apartment house. Bids, or prices, should always be *written* with specifications attached. But the specifications should be what the word implies—specific—and not "as selected" nor vague.

BATH TOWELS
FACE TOWELS
SHEETS
PILLOW-CASES
TABLE LINENS
BLANKETS

1. Size
2. Weight
3. Thread count
4. Tensile strength uniformity
5. Quality and size of yarn
6. Strength of selvage (very important)
7. Ply of pile yarn (bath towels only)
8. Number of filling threads between rows of pile (bath towels only)
9. Shrinkage
10. Softness. Loftiness and warmth (Blankets only)
11. Absorption
12. Whiteness

BATH TOWELS

SIZE:

Any novice knows that the difference in size of the above fabrics influences price, appearance and usefulness. A good average size for bath towels is 22 x 44. I have known a high-class apartment house to lose a tenant because of the small size of their bath towels. A towel 25 x 50 gives one a very luxurious feeling.

WEIGHT:

This difference is also quickly discernible. One is really buying cotton, so weight is an important factor, but is not entirely reliable as to quality, for grade and workmanship play an important part in quality. The cheaper grades of bath towels contain varying percentages of short fibred waste cotton, which increases the weight but not the wearing qualities. Finer grades are sometimes lighter than coarse grades which have been "sized" or "filled" to make them appear better. To test for filler in cheaper grades of back-filled huck towels, muslins, sheets, etc., rub the fabric briskly between the hands over a dark, preferably black material, and the starch will be quite visible on the black surface. Some manufacturers have learned to use a

water soluble gum coating which has spoiled the infallibility of the test.

THREAD COUNT:

This is considered a real indication of quality in a flat weave fabric, but would be impractical in a bath towel. Take a count-glass with you (or maybe you can borrow the one at the store), lay it on the material so that the threads run parallel to the brass edges and count the threads in the filling and warp. Filling threads run crosswise and warp threads lengthwise. To test the closeness of weave, stretch the fabric diagonally. Loosely woven fabric stretches greatly while that which is closely woven stretches very little. As closely woven fabrics wear longer than those loosely woven, it is important to check this carefully.

TENSILE STRENGTH:

In a "yarn tester," this is determined by placing a specimen between two sets of steel jaws, one stationary and the other one pulling at a certain speed (1 foot per minute). The number of pounds pressure required to break the fabric determines the tensile strength. (A huck towel 18 x 36 used in a test, with thread count (warp) 34x28 two ply each way, had 58 pounds tensile strength lengthwise and 56 pounds crosswise.) In California it is not customary to request this information, but it is recommended by eastern buyers.

QUALITY AND SIZE OF YARN:

It should be smooth, regular and uniform and this can be determined by the count glass. If it is knotty, irregular and varying in size, holding it before a strong light will reveal it. These imperfections quickly develop into holes and should be avoided. Single yarn warp is a poor grade, two-ply yarn, being cheaper in the long run. Coarse yarns make harsh, stiff towels and besides being unpleasant to use they are non-absorbent and they are difficult to clean as the stains do not loosen readily. This requires bleaching which shortens the life and makes them costly. Select towels made of soft yarn, compactly woven.

STRENGTH OF SELVAGE:

A weak selvage may cause an otherwise good towel to go to pieces quickly. Some tenants draw the towels across their shoulders so vigorously that the selvage tears and the towel is soon valueless. A wide, closely woven selvage will increase the life of a towel, and the filling should loop around the outside warp and on the selvage edges. No cut threads or ends should show in edge. Examine both edges as sometimes two towels are woven together and then cut which results in one selvage edge being good and the other unserviceable. Towels with hemmed sides are costly (except in certain well-made brands) as stretching soon breaks the threads in the hem and the towels become frayed and torn in a short time. The ends are usually hemmed but they should be well turned under and corners securely backstitched to prevent raveling. Hemstitching always causes any article to wear out more quickly at the hem, and is doubly expensive.

PLY OF PILE-YARN:

The pile yarn is the warp, or lengthwise thread that is held loosely to form the loops or pile of a bath towel. The other warp, or thread, is held tightly in weaving and forms the foundation or background of a towel. If this is not strong and durable the towel will not last long.

NUMBER OF FILLING THREADS BETWEEN ROWS OF PILE:

Good grades of towels have five or six filling threads firmly woven between each two sets of pile loops of two-ply yarn. Two-ply yarn is made by spinning fluffy, loose yarn around a cord of strong, firm thread, which gives good absorption as well as strength.

SHRINKAGE AND FASTNESS OF COLOR:

Probably the only sure way to test for shrinkage is to buy two towels and wash one many times and then compare it as to length, width and color with the one which has not been laundered. Sometimes fabrics have been laundered four hundred times in tests in order to determine these qualities and the length of use to be expected. One washing does not suffice for a satisfactory test, there should be at least five or six. The average shrinkage in cotton goods is 7½%; however, it sometimes reaches 10%, particularly in bath towels. (One test showed a 4-inch shrinkage in a bathmat.) It is always advisable to anticipate this shrinkage and allow for it when making purchases.

SOFTNESS AND ABSORPTIVE QUALITIES:

These qualities are determined by the grade and fineness of the yarn. Two-ply yarn gives more of these qualities as well as of strength and durability.

WHITENESS:

Fine yarns give up stains more readily and therefore remain white and fresh-looking longer. As bleaching is very injurious to fabrics it is ultimately cheaper to buy those not requiring so many bleachings. The manner in which towels are finished influences the retention of a clear white color. Cheaply made towels soon become yellow and gray.

FACE TOWELS

The above outline will apply to face towels except as to weave for the reference to pile yarn would not apply. Good linen towels wear much longer than cotton because flax is much longer and stronger than cotton. Cheap linen towels do not usually wear as well as they are likely to be made of broken short ends of flax. To distinguish linen from cotton place a drop of glycerin on the cloth. If it is immediately absorbed and forms a spot almost transparent it is linen while cotton absorbs it more slowly. If you suspect that the fabric is "filled" or treated with starch, a drop of iodine will detect it as the iodine turns blue when it contacts the starch. Due to dye or weave the colored stripes in towels often do not wear as long as the white portion of towels. Union towels, a combination of cotton warp and linen filling, are excellent because they keep their color

better, are more absorbent, and are lower in price than all linen and wear better than all-cotton. Don't accept the statement "part linen." Specify "linen filling."

SHEETS

It is the safest policy to buy sheets (or any wash fabrics) of a reputable brand as they usually measure up to the preliminary tests. Since certain manufacturers are endeavoring to build a reputation, their merchandise is more likely to be uniform. Good quality sheeting may have from 68 to 72 filling threads to the inch and 72 to 76 warp trreads. A safe standard is 68 to 72 and buy as close to that specification as possible. Percale sheets run as high as 108 threads. If there is too great a difference between the number of warp and filling threads it may split across the filling. There should be more warp threads than filling threads. In Wamsutta and Percales the count is 96x100. Sheets usually shrink about 7½% of their length but if heavily sized the shrinkage may be 10%. For twin beds the size should be 72x108 torn length. For double beds they should be 81x108 torn size or 90x108. Pequot torn 108 inches and hemmed finishes 96 inches (after laundering).

PILLOW CASES

Fabric of the same grade as sheets or better, should be used in the pillow cases as they become more soiled and consequently must withstand harder washing and bleaching. The seams on pillow cases wear out first, due to the pressure of the ironing operation, hence they wear longer if made of tubing. If seamed pillow cases are used it is advisable to purchase them large enough to reseam when the seams wear out; about 45x36 will allow reseaming. When tubing pillow cases begin to show wear or get thin on the edges they can be opened at the end and reseamed with the former edges in a new position, about three or four inches from the edge. However western buyers claim the tubing cases are not commercially available. The warp should always run lengthwise in pillow cases, as

in other fabrics, otherwise they will tear easily when slipping the pillow into them. The count glass will determine this (the direction of warp) or an examination of the woven-in edge of the tubing, or the selvage of flat goods.

UNDERSLIPS AND BEDPADS

The use of underslips has proven an economy in keeping pillows fresh and new and is strongly recommended. They are tied on with tape and easily laundered. As washing pillows is an expensive process it is quite an economy over a period of years.

Bed pads should *always* be provided for mattresses.

TABLE LINEN

The most frequent cause of complaint of cheap table linen by tenants is its lint. Of course real linen is most to be desired, but linenized fabric is satisfactory as it looks well, does not lint and is less expensive. Linen threads are counted as so many to the square inch instead of so many warp and filling threads. It is easier to count the threads on a fold where there is no design. Count the warp on the right side and the filling on the wrong side. Good single damask should contain about 168 thread count to the square inch and weigh about 6 1-3 ounces to the square yard. Single damask will usually wear better than double damask. A large design does not wear well, as the long floats are likely to catch or rough up. A "single" damask is so called because the pattern is not reversible. A "double" damask is reversible, that is, it looks the same on both sides. Single damasks are usually five-leaf twills, while double damasks are eight-leaf twills. The weft is bound one in five in the single and one in eight in the double. As a fence with posts five feet apart should be stronger than one with posts eight feet apart, so should a damask with the weft bound one in five be stronger than if bound one in eight.

To bring out the pattern in fine count linens (of approximately two hundred count), double damask weaves are necessary. Retail

trade asks for double damask because uninformed salespeople stress the word and have made the public think it means double wear or quality. It actually reduces wear but improves appearance.

A fine design will wear better than a large design as the long floats necessary to form the large design are likely to catch or roughen up.

The design, whether fine or large, has nothing to do with the weave. The type determines the "floats" as described above. The light test will reveal the unevenness of the yarns and weave as well as the knots or slubs.

BLANKETS

Closeness of weave, rather than thickness of fabric, creates the warmth of a blanket. The Bureau of Standards found little difference in resistance to the passage of air or moisture between wool and cotton equally well woven but there is a difference in the weight. The wool blanket is much lighter weight. Hold one thickness of the blanket between you and the light to test for thin places which may be due to over-napping. In the light test, remember that if the blanket keeps out the light it will also keep out the cold. Single blankets are much to be preferred than double ones. Cleaning charges are higher on two singles (twin bed size) than one double but the single blankets are more practical. They are often double woven, two thicknesses woven together, and these retain the warmth better. Ample size and lightness of weight are much to be desired, as well as fluffiness and resilience. Squeeze a handful of blanket and if it is "springy" it is good. "All-wool" should be specified as "all pure virgin wool, free from shoddy." In buying "part wool" see that there is a specific guarantee as to wool content. Compare the height or loftiness of folded blankets. The fluffier or higher one is, the more desirable. The manufacturers have agreed that blankets must have 5% wool to bear a label "part wool" but that is a small percentage. If more than 25% they shall be labelled with the guaranteed minimum. The "all wool" label

may be used if the entire blanket contains 98% wool. However the merchant must be reliable to give credence to any labels.

The durability of a blanket as in a bath towel depends largely on its tensile strength. The minimum tensile strength of the warp should be 30 to 40 pounds and of the filling 20 to 30 pounds. The tensile strength depends on length and strength of fiber. As this is seldom furnished by the manufacturer, it is important to deal with a reputable firm if buyer is uninformed, because of the wide variation in quality of wools. I am told that at one time an attempt to form a wool standard (such as the Government cotton standard) in the Boston wool market failed because it was learned that there were over two hundred grades of wools. The same sheep may not produce the same grades of wools in succeeding seasons. Compare the weights of wool blankets as well as sizes when comparing prices. The more nap a blanket has, the warmer it is, since the longer nap will hold more air. Press the nap aside and examine the yarns beneath, as the napping process may have weakened the yarn.

The bindings are important and most of them do not wear well. Plain hems are the most practical. A silk binding will have to be replaced long before the blanket is worn out and a cotton binding is likely to shrink more than the blanket and give it a puckered appearance when laundered. A flat overcast stitch is desirable if it is deep enough not to pull out easily. As the greatest wear comes from washing they should only be done by laundries and cleaners who have special equipment for that purpose and specialize in the work. A blanket should be at least 18 inches wider than the bed on which it will be used and 6 to 16 inches longer. Hence for a double bed 72x84 or 90. However, 80x90 is more desirable to allow for shrinkage or improper laundering. The average weight for a good all wool single blanket is 3¼ to 3½ pounds. Pair blankets 72x84 should average 5 to 5½ pounds. If the filling is wool and the warp cotton, it increases the weight materially.

There is a possibility that colored stripes in the border of a

white blanket will not launder as well as an all white blanket. There is often a difference of wool but in the better type blankets this is not so likely to occur as in the cheaper type.

NAMEWOVEN SUPPLIES

It is an oft-proved fact that theft and loss of towels, linen and blankets are very materially reduced if the name of the apartment house is woven into the fabric. Sheets, pillow cases and all other such articles may be name-woven or should be indelibly marked with the name. They are more likely to be returned by laundries, less likely to be stolen, and are not marred with markings of many different laundries. If ordering in large quantity from the mills names can be stamped on blankets inexpensively with a dye which is fast, but by all means have some manner of identifying them, and all linens and bedding. The following simple chart will aid as a guide in the purchase of the above articles:

Article	Average Size	Ply of Yarn Warp	Ply of Yarn Filling	Weight Per Doz.	Warp Strength in lbs.	Filling Strength in lbs.	Width of Selvage
Bath Towels	22x44	2	2	5-8 lbs.	42	40	Close weave
Face Towels	16x32			2½-3 lbs.	58	56.3	
Linen Towels	18x36						
Sheets twin (torn)	72x108						
Sheets double (torn)	81x108						
*Pillow cases	45x36						
Table linen	table size plus 14" drop						
Napkins dinner	22x22						
Blankets double	72x84			(all wool) 5-5½ lbs.	30 to 40	20 to 30	
Blankets twin	60x84			3¼-3½			
Bed pads double size	54x76						
Bed pads twin size	39x76						

*45" allows enough to sew edges for additional wear.

TO TEST WOOL: Boil a sample of "part wool" fabric in a solution of lye and the wool will be eaten away. Or moisten a sample in a weak solution of sulphuric acid, cover it with a blotter and press with a warm iron. The acid chars the cotton and leaves a burnt spot but will not affect the wool. The following items should be checked in selecting blankets.

1. Ample size (size in inches)
2. Washability.
3. Firm, close weave (light test)
4. Fluffy nap.
5. Lightness of weight (weight by pounds)
6. Tensile strength in warp and filling.
7. Percent of wool and cotton
8. Practical binding
9. Cheerful, fast colors.

MATTRESSES

The inner spring construction mattresses are rapidly replacing the solid construction. They are not only more comfortable but good grades require less upkeep particularly on regular beds. Inner springs are considered by some to be too heavy for wall beds, and to be injured by the wall bed clamps. However, many apartments and hotels are using them for the additional comfort provided and to avoid replacing the flat link fabric with new coil springs. The objections as to weight may be overcome by the buyer assuring himself that the wall bed can be adjusted to take care of the additional weight. If additional springs for counter-balancing can be provided the bed will be no heavier to lift. The manufacturer, if requested to do so, will fasten a tape of ticking to the ends of the mattress so it may be tied to the end of the spring, holding it in position and relieving the pressure by the end clamps. There are many factors in an inner spring arrangement on which to base value. According to Charles D. Karr, they depend on the kind and gauge of wire

used; the number of springs per square foot; the number of coils in each spring; the pitch of each coil; the relation of the smaller coils to the large coils and how the pitch changes in this arrangement. The mattress having the greatest number of springs is not necessarily the most comfortable for a heavy occupant. The average number of coils is two hundred and eighty.

The quality of padding, covering and workmanship are other important considerations.

Following are some of the items to check in making your selection:

1. Thickness—it should be not less than six inches (seven inches is better)

2. Covering—should be of stout, durable ticking, weighing about eight ounces to the yard.

3. Color—it should be fast. Wash a sample to test for fastness. (A. C. A. or St. Francis ticking is fast.)

4. Tufting—this has a material effect on its durability. They should be at least no further apart than twelve inches. (Cotton or button tufting are the cheapest kind.)

5. Coils—Investigate the manner in which coils are held in place. In some construction each spring is encased in a cloth tube or covering. Unless properly made, the cloth enclosing the coils does not last well in wall bed mattresses. This is particularly true if the coil is taller than the pocket and compressed by the cloth. Obviously the spring will outlive the cloth in the unit. If the spring units are joined by helical coil there is a "give and take" across the surface.

6. Edges—Affect the appearance of a bed so definitely that they must be well made. A bed does not look neat and trim if the edges are sagging and uneven. The Imperial edges, or side-walls re-inforced by rope-like cords are recommended.

Box mattresses are neater than open springs but if the latter are used the mattress should have a slip cover on it or an old sheet

or blanket placed between the mattress and spring. This not only protects the mattress from wear and tear but prevents lint from coming through on the floor. Better still, put slip covers on the springs to give them the appearance of box mattresses and to keep out the dust. The better grades of springs have approximately one hundred springs fastened with four cross helicals to each spring.

PILLOWS

Tightly woven eight ounce ticking or linen damask is usually preferred for pillows. Goose feathers are better than duck or chicken feathers as they retain their resiliency longer. Kapok soon packs and gets lumpy. High grade goose feather pillows 21x27 weigh about two and one-fourth pounds each.

BEDSPREADS

A bedspread can make or mar a room. Its size makes it the most conspicuous color spot in the room and the major item in the decorative scheme. It should harmonize with the hangings and furnishings and should be subdued, soft and light in color, never glaring or brilliant. Flat mohair is used by many of the better hotels and is my personal preference, and is used very effectively in one of San Francisco's most popular hotels. It launders well, retains its beauty, sheds the dust, is wrinkle-proof and color-fast, which is about all one could ask. While it may be obtainable only on special order, it is well worth waiting for. In selecting bedspreads consider the following items:

1. Color—should be soft, subdued and light.

2. Selvage edges—should be durable. If a fancy stitching or scalloping is used it should extend deep into the fabric and be reinforced. Hemmed all around is good looking and will out-wear scallops.

3. Appearance—if period furniture is used the bedspread should harmonize. For instance, a four post bed should have a coverlet of

Colonial design in feeling and character with it. A spread should be seen on a bed before it is purchased as some weaves drape better than others. Test for starch filling by rubbing it over a dark surface and select one which does not wrinkle easily as wrinkling adds to the cost of upkeep.

4. Durability. Closeness of weave, evenness of yarn and weight (up to three and one-fourth pounds) are indicative of quality. A good spread should stand from one hundred to one hundred fifty washings.

Cotton satin damask (sometimes called Marseilles) lasts wonderfully well, also a light weight material called damaskene. However, since color has taken its rightful place in the decorative scheme, white spreads are seldom used except as night spreads or wall-bed spreads. Bedspreads, like other bedding, should be name-woven or indelibly marked.

CARPETS

Monotony should be avoided in the selection of carpets and soft harmonizing colors cost no more than inharmonious and jarring colors. The carpet should be the foundation or key to the color scheme of your room. Other colors may be added through draperies, spreads and furniture, but the carpet colors should be repeated through these other mediums. If the entire furnishings of one room cost $100. you should spend about $19. on the carpet, or about 19% according to the American Hotel Association. Public spaces—lobbies, halls, etc.—should be carpeted with well padded, exceptionally heavy piled carpet, both for the wearing qualities and principally to give that luxuriant rich feeling. Symmetrically shaped rugs should be used wherever possible, so shaped that they are interchangeable and can be constantly shifted about to distribute the wear. For instance the rug in front of the elevator should be interchanged with the rug in front of the stairway so the wear will be in different places and they will wear out evenly rather than in one path. Broadloom

seems to head the list in the hotels for luxurious and long-wearing carpets, especially large ones, as they can be obtained seamless, and are not very expensive. Saxony and Wilton carpets are made on the famous Jacquard looms and are excellent wearing carpets. Saxony is made of kinky, resilient and springy wool, loosely spun, while Wilton is of equally good but long, straight and glossy wool, sharply twisted. The grades of Wilton carpet vary in four respects: —the quality of the wool—the amount of the wool used per square inch—the design—and whether each row of pile is secured by two or three "shots."

QUALITY: Except by chemical analysis, the quality cannot be accurately determined but if the wool or worsted is soft, resilient and springy it is good quality while cheaper grades are rough, harsh and lusterless. If the quality is good the wool, the cotton warp and fillers are pliable, whereas the inferior grades are stiff. The chief difference between wool and worsted is that worsted is silky and wool is dull and more likely to crush down.

Amount of wool used can be gauged by the length of the pile and by counting the number of rows of pile to the inch as they show on the back. Nine and one-half to ten and one-half rows to the inch is good carpet. The better carpets have as high as thirteen and the cheaper grades as low as six.

THE DESIGN: On cheap carpets they seldom waste the work of skilled artists, hence the colors and designs are less attractive.

WHETHER PILE IS SECURED BY 2 or 3 SHOTS: The better grades have three, which means it has three threads or strands which hold the tufts of the pile. To determine this bend back the carpet and look at the roots of the tufts. In the "3 shot" you can see two filling or crosswise strands between every two rows of tufts and one fastened at the back. In "2 shot" Wilton one is visible in front and one in back.

Velvet carpet is a low-pile carpet which is similar to Wilton

but less expensive, grade for grade. Broadloom is inexpensive and becoming popular in apartment houses as it is seamless and appears rich. Axminster is always made of wool, never worsted, and stands up very well. The height of the pile influences the price.

The best way to buy carpets is to select the best piece of merchandise and then if it is too expensive, obtain the one that is nearest to it at the price you can afford to pay. The more wool in the tufts and the more closely packed the rows, the longer the carpet will wear. If the rows are so far apart that the back can be seen easily, the carpet will not wear.

Wilton, Velvet and Axminster of equal grades, wear equally well. These names are *kinds* of carpet, not grades, as there are several grades of each kind.

PURCHASING SHADES

The chief points of distinction between shades of different grades are (1) the grade of muslin used for the base, (2) the method in which it is treated, and (3) the weight of the finished shade. The cheap grades of shades, made with loosely woven muslin covered with filler and water color paints, are costly in the long run. The reason they do not roll straight is that they are stretched mechanically and the threads do not run straight.

The waterproof or Pyroxylin shade has the distinct advantage of being washable, and as it does not develop cracks or pinholes and can be scrubbed with soap and water, there is a great saving in upkeep.

In ordering shades allow six inches more than the length of the window opening for hem and roller make-up, and then always allow twelve inches more so that it will be possible to reverse them when the bottoms become frayed. (For information on cleaning and repainting shades, see Chapter on Painting.)

SYSTEM

CHAPTER VIII

Any business should be run systematically and a successful executive invariably keeps a diary, date or memorandum book. Insurance companies and real estate boards publish them with a page for each day of the year and you will find them on the desks of lawyers, doctors and most business executives. The pages of your date book should be not less than 5″x8″ in size and should be kept near your telephone. Entries should be made in it daily, of all complaints or notes of repairs to be made, cleaning to be done, laundry to be sent out; in short, almost every duty should be laid out for each day. In that way habit of system and regularity will be cultivated and your routine duties and occasional duties will not be overlooked.

My day is most disorganized if I mislay my date book. All routine work should be laid out in this book, one month in advance with ample space allowed on each page for telephone calls to be made and other unexpected or unusual duties that may arise. Plan your work and work your plan. I will illustrate a few pages. You should note on Mondays laundry to be sent out—apt. No._____ cleaned—Friday night refrigerators are to be defrosted, etc.

On the first page of this diary should be the following questions, owner to give the answers to them:

1. Where is the water intake valve to the house?
2. Where is water disconnected from the bath tub?

3. What hour is heat to be on——A. M. off——P. M.
4. What is the temperature of the hot water to be?
5. What service is given to the tenants? (Cleaning floors, windows, etc., and vacuum cleaning)
6. When was chimney cleaned?
7. When was water tank cleaned?
8. What is name, address and telephone number of insurance company physician?

This page should be filled out immediately on assuming management so there will be no interruptions to the routine of the former manager. Tenants should never be aware of any change in management.

The page for the first day of the month should contain a list of apartments where collection of rents should be made. Cleaning to be done, etc. There are certain motors to be oiled quarterly and semi-annually. Make a note of these on the date they are to be done. Also the date of the annual cleaning of chimney, hot water tank or boiler. Each and every request for repairs or replacements must be immediately noted in the date book and "followed up." If the work outlined on the current date is not finished by night all the unfinished items should be transferred to the next page until they are completed. A tenant should never need to repeat a request for service or repairs. The efficient manager will soon build up a reputation which will either increase her salary in her present position or in a new one. The janitor's work or that of other employees may be laid out in the book also. They should be reminded of their duties in the event they forget.

The following are a few items which should be listed in the date book the first of every year:

WEEKLY:

Defrost refrigerators.

Drain rusty water from boilers.

ONCE EVERY TWO WEEKS:

Oil bearings on motors controlling hot water burner.

MONTHLY:

Disconnect softener for a day.

Oil bearings on motor controlling boiler.

QUARTERLY:

Refrigeration motor oiled and cleaned.

SEMI-ANNUALLY:

Refrigerant pressure tested.

Motor brushes cleaned.

ANNUALLY:

Clean hot water tank and scrub coil with wire brush.

Clean commutator on pump motor. Test fire equipment.

INVENTORIES:

I have stressed elsewhere the absolute necessity of taking an inventory and having it signed. I believe that a definite replacement value should be placed on each article so that the tenant will know the value of everything for which he is responsible. I do not approve of tenants replacing anything themselves, as they are almost sure to get a cheaper article than that which they broke. If a newcomer objects to signing an inventory ask her if she would rather have chipped and damaged dishes and worn linen or sign an inventory and have perfect equipment. Explain to her that the inventory is the only thing that enables you to keep your equipment attractive and in perfect condition. It is also her protection in the event the house changes management. Always furnish your guests with dishes free from cracks, and other furnishings in good condition, as there is no excuse for imperfections if you have a signed inventory by which the manager is compensated for all damage. Unless the equipment is in perfect condition it is difficult or impossible to get a client to sign.

Whenever a manager realizes that each departing tenant should be her best advertisement more effort will be made to be fair in

her dealings with tenants. One should make just as much effort to please them as though they were not moving. Remember that there is a possibility that she may sometime seek a position in some house where they may be living and they will cause the owner to give the position to another. All sound business is founded on "repeats," that is the return of a customer. If a manager is generous about small items the tenant will be more conciliatory over larger matters, if the manager is firm. Even a miser detests a small cheat, although he may not recognize his own shortcomings. Don't lose a friendly feeling over a 10-cent saucer.

A closing bill should never be unexpected. The tenant should, at sometime, know that there is a cleaning charge and how much it is. It is usually on the bottom of the inventory. If tenants know that when they move out of a furnished apartment it will be necessary to pay cleaning charges they may lose their incentive to move. Any custom that acts as a deterrent to moving is worthy of consideration, as one of the greatest losses in the apartment house business is the cost of establishing the new tenant and checking out the old one. It is "labor turnover" in business and "tenant turnover" in apartments that is expensive and reduces incomes.

Some inventories place all bedding under one heading—all lamps, rugs, etc., in one group which is very awkward to check. I prefer the inventory illustrated on the next page which has a complete room in one group—as Livingroom—Dining room—Bedroom No. 1—Bedroom No. 2, etc. In that way the mattress, curtains and lamps in that room are easily identified as the livingroom lamp or dining room lamp, etc. The inventory also provides space in which the price of each article may be written if desired. For instance, if a broken plate costs $1.00 to replace, there is no shock when the bill is presented. These inventories are available at stationery stores, and will save a great deal of time as well as reducing inaccuracies. It also informs a guest of the cleaning charge, etc.

APARTMENTS

DATE INVENTORY OF APARTMENT NO.

RECEPTION HALL
- Desk
- Rug
- Picture
- Telephone Table
- Telephone Chair

LIVING ROOM
- Bed Spread
- Blankets
- Chairs, Desk
- Chairs, Upholstered
- Chairs, Occasional
- Curtains
- Davenport
- Desk
- Drapes
- Dresser
- Dresser Cover
- Floor Lamp
- Mirror
- Mattress
- Pad
- Pictures
- Pillows
- Pillow Slips
- Portiers
- Rugs
- Smokers' Set
- Sheets
- Table
- Table, End
- Table Cover
- Table Lamp
- Waste Basket

BED ROOM No. 1
- Bed
- Bed Spread
- Blankets
- Chairs

BED ROOM No. 1 Continued
- Chiffonier
- Curtains
- Day Bed
- Drapes
- Dresser
- Dresser Cover
- Lamp
- Mattress
- Pad
- Pillows
- Pillow Slips
- Portiers
- Rugs
- Sheets
- Spring
- Table
- Waste Basket

BED ROOM No. 2
- Bed
- Bed Spreads
- Blankets
- Chairs
- Chiffonier
- Curtains
- Drapes
- Dresser
- Dresser Covers
- Lamp
- Mattress
- Pad
- Pictures
- Pillows
- Pillow Slips
- Rugs
- Sheets
- Spring
- Table
- Waste Basket

BATH ROOM
- Bath Mat
- Bath Rug
- Clothes Hamper
- Curtain
- Glasses
- Shower Curtain
- Soap Rack
- Towels, Bath
- Towels, Face

DINING ROOM
- Buffet
- Carving Set
- Chairs
- China Cabinet
- Pictures
- Rugs
- Table

CHINA
- Bread and Butter Plates
- Creamer
- Cups & Saucers
- Sugar Bowl
- Dinner Plates
- Gravy Boat
- Cereal Dishes
- Platters
- Salad Plates
- Salad Bowl
- Sauce Dishes
- Soup Plates
- Tea Pot
- Tureen
- Veg. Dish
- Covers
- Pickle Dish

SILVER
- Forks
- Forks, Salad
- Knives, Plated

DINING ROOM— Continued
- Knives, Steel
- Tablespoons
- Teaspoons
- Soup Spoons

GLASSWARE
- Fruit Compote
- Fruit Dishes
- Pitcher
- Salt and Pepper
- Vinegar Cruet
- Glasses

LINEN
- Curtains
- Drapes
- Napkins
- Table Pad
- Table Cloth

KITCHEN
- Bake Pan
- Biscuit Cutter
- Biscuit Pans
- Bowl, Wooden
- Boiler
- Bread Board
- Bread Box
- Bread Knife
- Broom
- Butcher Knife
- Cake Pan
- Canister
- Can Opener
- Carpet Sweeper
- Chair Ladder
- Chop Knife
- Chop Bowl
- Coffee Pot
- Colander

KITCHEN Continued
- Dish Pan
- Double Boiler
- Dust Pan
- Egg Beater
- Flour Can
- Flour Sifter
- Forks
- Frying Pans
- Fruit Juicer, Glass
- Garbage Can
- Grater
- Griddle
- Iron
- Ironing Board
- Kitchen Chairs
- Kitchen Table
- Masher
- Measure Cup
- Mixing Board
- Mixing Bowl
- Mixing Spoon
- Muffin Pan
- Mop
- Pans
- Paring Knife
- Pepper Shaker
- Percolator
- Pie Pans
- Pie Plates
- Pitcher
- Roaster
- Rolling Pin
- Salt Shaker
- Sauce Pans
- Scrub Brush
- Scrub Pail
- Soap Rack
- Strainer, Sink
- Strainer, Tea
- Tea Kettle
- Towels
- Trays
- Toaster
- Turner

Electric Globes in All Fixtures

The undersigned guest acknowledges the receipt of all above listed articles in good order and condition and agrees to leave same in as good condition when vacating, reasonable wear and tear thereof excepted. And further agrees to pay for all loss, breakage or damage done to house or furnishings. Snipped, chipped, cracked or burnt dishes to be counted as breakage.

A deposit of $1.00 will be paid for each key furnished.

No trunks or baggage will be removed until all bills and incidentals are paid in full, including a cleaning charge of $2.00 per room and the cleaning of all linens, bedding and curtains at the current laundry prices.

Guest.

Guest.

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A. Carlisle & Co.

Since the closing bill and inventory are the causes of most misunderstandings, it seems to me that this item merits a great deal of thought and consideration on the part of owners and managers and more effort should be made to create good will in departing tenants.

KEYS:

Are a symbol of possession and play a very important part in the rental of an apartment. They must be relinquished when vacating in order to terminate a tenancy even though notice has been given or the rent may continue until they are returned.

There is always a bad reaction created in the minds of prospective tenants when a manager tries a dozen keys to open a door and then probably finds that she has left it three flights down. This has happened to me, and by the time she returned from her key-hunting expedition I was most impatient. It costs very little to have your apartments master-keyed and saves much time. A master key is a very precious possession and should never under any circumstances be out of your control. I have known a manager to loan a tenant the master key when the tenant had lost her key. I have had other tenants walk into my apartment "by mistake" while using the manager's master key. Or maybe it wasn't a mistake. In one instance a tenant borrowed a master key and made a wax impression, obtaining a duplicate with which every apartment in the building was robbed; the same building was robbed three times before it was realized that there was a master key out, making it necessary to have every lock changed before the trouble ceased. A "lost" key may be just a ruse of the tenant to obtain possession of a master key so a duplicate may be made for the purpose of robbery later. A tenant should be informed that you have a master key. Do it casually—tell her if she loses her key you will let her in, etc. Most managers carry their master key with them constantly. It saves many steps and is the safest thing to do. Sometimes women

wear it attached to a bracelet, ribbon, belt or chain but it should never be left lying loose in the apartment.

On each key should be either stamped or tagged the number of the apartment to which it belongs. When you have your keys made the key maker will stamp the number on them if you request it. I find the easiest way to arrange keys is to tie all the keys to one apartment together, the mail box, garage, storeroom, (if individual) and door keys, with the tag showing apartment number. They should then either be arranged on a board with numbered hooks or in an envelope file. I prefer the envelope file and use that system in my office. Small manila envelopes, such as the jeweler uses, should have the number written on the flap, the keys inserted in them and placed upright in a file or box just the size of the envelope. You can also have envelopes for the furnace room, store room, etc. Envelopes are not so awkward as the keyboard, less conspicuous, more convenient and less liable to become disarranged.

An important thing to remember about keys is the fact that if you retain a key to a tenant's apartment you may be held liable for anything taken therefrom while the key is in your possession, providing the tenant objects to your possession of the key. He may change the lock so you cannot enter if he so wishes. Some managers think there is a fire ordinance requiring them to retain a key to apartments but this is not so. If you wish to enter a tenant's apartment without liability you should have the tenant's consent. Such consent is contained in the long form lease. Without such consent a tenant has the exclusive right to the use of his apartment and the owner or manager has no right whatever to enter. If he does so without consent he is liable for trespass.

A manager must be very wary of a stranger's request to enter into a tenant's apartment. Sometimes a well-meaning person may ask to enter a friend's apartment to "wait for his return" or ask for the loan of another's property. Without written instructions from

the tenant to let the friend in, never allow anyone to enter another's apartment.

The police department reports that it often finds keys on criminals. Investigation invariably reveals that these keys have been retained by the criminals when they vacated the apartment where they had previously lived. When the apartment was subsequently let to others it was their intention to return and ransack it. When renting an apartment a deposit of $1.00 should be required, for each key. This deposit is sufficient to reimburse the manager for the changing of the lock and having new keys made which should always be done when there is any doubt about the responsibility of the tenant.

A general master key should not be stamped "GM" or "M" as that identifies it to anyone. It should be stamped with a number or a code instead.

Each employee should be required to turn in the master key at the desk, when leaving the premises. If the key is checked "in" or "out" responsibility for it can be definitely placed. They should never keep them in their possession overnight, nor should they ever be issued to employees whose character is unknown.

In a hotel, a thief was known to "shadow" a maid for the purpose of stealing her master key and the moment she entered a room leaving the key in the door it was stealthily removed and the thief fled intending to return later and ransack the place. It cost the hotel owner $25. to change all the locks. If the master key is attached to a belt or bracelet it is not left in the door while the employee is inside. Janitors and maids sometimes leave a whole bunch of keys in storeroom doors while they are busy inside. This is a dangerous habit and should not be indulged in.

If a card of rules and regulations is fastened on the inside of a closet door in each apartment it may save a situation in the event of a difficulty, particularly as to responsibility for stolen goods.

The following is a card used by many San Francisco houses:

RULES AND REGULATIONS

ALL TENANTS ARE REQUIRED TO REGISTER, ALSO GUESTS REMAINING OVER NIGHT.

RENTS ARE EXPRESSLY AGREED TO BE DUE AND PAYABLE MONTHLY IN ADVANCE. Extras must be paid for as enumerated below.

A deposit of $1.00 will be required for each key furnished.

The number of persons stated herein shall occupy the apartment. An additional charge of from $5.00 to $10.00 per month made for each additional person.

Tenants will be held responsible for breaking of window shades, caused by carelessness in being exposed to the wind.

A charge of $5.00 will be made for moving from one apartment to another.

Tenants remaining fraction over a month by permission of Management shall pay an advance weekly rate of one-third for time less than one month and an advance daily rate of 100% for less than one week.

Gas and electricity to be charged for at current rates.

Tenants will be required to pay for all breakage, and all damage done to furniture, carpets, kitchen utensils or building.

Tenants vacating apartments after 12 noon will be charged for an extra day.

Doors must be locked during the absence of tenants. Management not responsible for jewelry or other articles missing from rooms.

Tenants must not throw anything out of the windows. Milk bottles and food must be kept off window sills.

No dogs, cats or parrots will be allowed in the building.

Children will not be allowed to play in the halls, or on stairways, or in the entrance.

Tenants are forbidden to put tacks or nails in the walls or woodwork.

No loud talking or noise of any kind will be allowed in the halls or apartments.

The Management reserves the right to show prospective tenants any apartment ten days before it is vacated.

No laundry allowed on windows or fire escapes.

Radio, vocal or instrumental music will not be permitted before 9 a. m. or after 10 p. m.

Expense or damage occasioned by the stoppage of waste pipes or overflow from bathtubs, closets or wash basins must be paid for by tenant. Slop hoppers and sinks are for liquids only.

Not more than 2 persons to occupy a 2-room apartment. Not more than 3 persons to occupy a 3-room apartment. Not more than 4 persons to occupy a 4-room apartment.

All baggage stored at owner's risk. All bills must be settled before baggage is removed.

It is a misdemeanor to remove baggage without paying closing bill.

This tenant hereby gives to this landlord a lien upon his personal effects and baggage for all charges herein specified.

In the event suit is necessary to enforce any of the provisions herein contained or to recover possession of said premises, this tenant agrees to pay a reasonable attorney's fee and the same is hereby secured.

APPLICABLE TO FURNISHED APARTMENTS:

A deposit of $5.00 required to apply on closing bill. A $10 deposit required of tenants without trunks.

Apartments are filled with electric lamps. A charge will be made for lamps 'replaced, also missing lamps when apartments are vacated. A charge will be made for all burnt out fuses.

Cleaning of linen, blankets, comforters and curtains during occupancy will be at expense of tenant.

Tenants vacating apartments will be charged for soiled linens, curtains, blankets and comforters at list price of laundry doing the house work.

On vacating furnished apartments a charge will be made of $2.00 per room for cleaning apartments.

Tenants are requested to pin back their curtains when opening windows.

SECTION 1861A OF THE CIVIL CODE

Keepers of furnished apartment houses shall have a lien upon the baggage and other property of value belonging to their tenants or guests, which may be in such furnished apartment house, for the proper charges due from such tenants or guests, for their accommodation, rent, services, meals, and such extras as are furnished at their request, and for all moneys expended for them, at their request, and for the cost of enforcing such lien, with the right to the possession of such baggage and other property of value until such charges are paid, and such moneys are repaid.

A shorter form in use in several Oakland buildings is as follows:

TO TENANTS:

This Apartment is rented subject to the following rules:

Rent payable in advance.

No loud noises or boisterous conduct permitted.

Radio sets, phonographs and musical instruments must be silent after 10:30 p. m. and before 10 a. m.

Tenants will be charged for breakage and damage to furnishings and/or apartment.

A service charge of $2.00 per room plus the cost of laundering curtains and linen will be made upon removal.

At least 7 days' notice of intent to move, prior to the expiration of tenancy, is required.

The management is not responsible for damage or loss through fire and/or theft.

The management is not responsible for injury incurred in any manner by tenants and/or their guests.

The California Penal Code gives apartment house owners a lien on all property of tenant for unpaid bills. It is a misdemeanor under said act to remove such property unless bills are fully paid. (Sec. 537 Penal Code.)

These rules are for the protection of the tenant, as well as the management.

Thank You

MANAGEMENT

The protection offered by these cards is obvious.

ACCOUNTING

Accounting is such a large and technical subject that no attempt will be made to teach it except to outline the simple forms needed by a manager of small apartment houses, where the services of an experienced bookkeeper are not required.

I will outline in detail the necessary steps to take from the time a tenant makes a deposit until the monthly statement is given to the owner. It is assumed that a deposit will be paid to hold the apartment until the tenant is ready to take possession, so the first requisite is the deposit receipt (Form No. A1). These are available at stationery stores and provide for registration as well as a deposit receipt. A San Francisco ordinance requires all guests in a furnished apartment or hotel to register. This receipt serves a double purpose and the rules do not build up resistance as those of some receipts. It provides space in which the "garage space for one car" may be noted, or redecorating, or any other condition under which the apartment may be rented.

REGISTRATION AND RENTAL AGREEMENT

ALL GUESTS OF HOTELS AND FURNISHED APARTMENT HOUSES ARE REQUIRED BY CITY ORDINANCE TO REGISTER.

Deposit Is Not Returnable. Rents Payable Monthly in Advance.

San Francisco, Calif. .....19....

RECEIVED OF .....

the sum of.....($.....) DOLLARS as a deposit to secure the renting of Apartment No.....Apartments on a month-to-month tenancy, at a monthly rental of $.....payable in advance.

This apartment is rented for occupancy by.....adults and.....children. It is understood and agreed that this deposit is accepted subject to the approval of the owner of said building and may be refunded if such approval is not received. If acceptable to owner, the balance of the month's rent to be paid on.....

It is further agreed that this tenancy is subject to all the terms and conditions on the back of this agreement and they are expressly agreed to and made a part hereof, and in the event of any violation the owner shall have the right to take possession of this apartment immediately and terminate this tenancy.

The renting of this apartment is contingent upon the following conditions:

Rent to commence.....19.....

.....

.....

.....

.....

Accepted:

.....Tenant.

Business Address .....

Residence Address .....

Telephone No. .....

Occupation .....Agent.

A. Carlisle & Co.

(Form No. A1)

THIS TENANCY SUBJECT TO THE FOLLOWING CONDITIONS:

1. Tenants remaining any fraction over a month by permission of the management shall pay a weekly rate in an amount equal to one-third of the agreed monthly rate, and a daily rate which shall include an increase of 100% over the regular daily pro rata.
2. Tenants must not throw anything out of windows. Milk bottles, food nor any other articles must not be placed on window sills, ledges, fire escapes or balconies.
3. It is unlawful to harbor animals in an apartment house. (Section 74—State Housing Act)
4. Children will not be allowed to play in the halls or on stairways, roof elevators nor in the entrance of the building.
5. Tacks, nails or screws may not be placed in the walls or woodwork without consent of owners.
6. No loud talking or noise of any kind will be allowed in any part of the building.
7. It is agreed that this tenancy may be terminated by either party giving to the other a written notice of his intention to terminate the same at any time not less than ..... days before the expiration of the month's tenancy.
8. The Management reserves the right to inspect all apartments at all reasonable times.
9. The tenant agrees that the apartment may be shown to prospective tenants ten days before it is vacated.
10. Laundry shall not be allowed on windows, windowsills, fire escapes nor balconies.
11. Vocal or instrumental music or radios will not be permitted before 9 A. M. or after 10 P. M. and prohibited in court apartments.
12. This tenant hereby gives to this landlord a lien upon all personal property contained in said building for all charges herein specified, with the right to enter tenant's apartment and remove said property and hold the same until said charges have been paid.
13. In the event suit is made necessary to enforce any of the provisions herein contained or to recover possession of said premises, this tenant agrees to pay an attorney's fee of not less than $50.00, and the same is hereby secured.
14. All complaints or requests shall be left at the office addressed to the Manager.
15. No apartment rented for less than one month. This lease not transferable. This agreement is for the mutual protection of both tenant and owner.
16. Only the number of persons stated herein shall occupy the apartment.
    Extras and special charges must be paid for as enumerated below:
17. A deposit of $1.00 will be required for each key furnished.
18. A deposit of $5.00 shall be made by the tenant upon occupying said apartment to apply on closing bill.
19. An additional charge of $5.00 per month will be made for each additional person.
20. Where electric lamps and fuses are furnished a charge will be made for those which are not in good condition when apartments are vacated.
21. Tenants will be charged for all damage to window shades, curtains and drapes.
22. Cleaning of linen, blankets, comforters, curtains and drapes during occupancy will be done through the management only and at the expense of tenant.
23. Tenants vacating apartments will be charged for soiled linen, curtains, blankets and comforters at laundry list price.
24. On vacating furnished apartments a charge will be made of $2.00 per room for cleaning apartments.
25. Gas and electricity will be charged at current rates when furnished by the house.
26. Tenants will be required to pay for all breakage and all damage done to furnishings or to the building.
27. Tenants vacating apartments after 12 o'clock noon will be charged for an extra day.
28. Doors must be kept locked during the absence of tenants. Management will not be responsible for money, jewelry or other articles missing from their rooms or for tenant's goods placed in the storage room.
29. Expense or damage occasioned by the stoppage of drains or overflow from bathtubs, closets or wash basins must be paid for by tenants in whose apartment such stoppage or overflow occurs.

(Reverse side of Form No. A1)

_____ APARTMENTS

ACCT. NO. _____ SAN FRANCISCO, CALIF., _____ 193____

RECEIVED FROM _____ $_____

AMOUNT OF _____ DOLLARS

RENT OF APT. NO. _____ STREET

FOR ONE MONTH
ENDING AND INCL. _____

_____ APARTMENTS

BY _____

ALL BAGGAGE STORED
AT TENANT'S RISK

A. Carlisle & Co.

(Form No. A2)

APARTMENTS

Annual Rent Roll

RENT DUE	NAME	FUR.	UNFURN.	APT. NO.	RENT PAID	BAL. DUE	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.

A. Carlisle & Co.

(Form No. A3—Size 11x14)

When the balance of the rent is paid, use the regular monthly rent receipts (Page No. 153, Form No. A2). I would suggest that these be in a bound book containing originals and duplicates which should be numbered.

The amounts on the duplicate rent receipts or any other money received should be entered in the cash book by the manager at the close of the day, or before the deposit is made to the bank. This should be totaled and placed in the debit column with the notation "deposited in the.....Bank."

As soon as a new tenant has paid his first month's rent his name and all data should be entered in the rent roll (Page No. 154, Form No. A3).

Each day, as soon as the cash book has been balanced, all rents received should be immediately posted to this rent roll account.

In the event the owner or his bookkeeper pays all bills and handles the account, it will only be necessary for the manager to make up a monthly report (Page No. 159, Form No. A6). This information is taken from the rent roll and the total amount shown on this report must equal the deposits made. In the remarks column I would insert in red ink the amount of arrearage so that the owner can tell at a glance if the tenant is behind in his rent.

If the manager is required to do the ordering and pay bills, it will be necessary for her to have an "outgoing cash book" and a ledger, in addition to the receipt books, rent roll and cash book. The "outgoing cash book" is a record of petty cash and the items posted from the check book, which will show the number of the check and to whom paid. The monthly report will also be different as the sundry expense column will be utilized.

The ledger should be of loose leaf type (Page No. 157, Form No. A4) and each apartment will have a separate page. All accounts

which the apartment house carries, such as Fuel Co.—Light Co.—Interest Paid, etc., will also have a separate page. The posting to these accounts will be made from the cash book and the "outgoing cash book."

In the event accounts are kept this way, the monthly statement for the tenant will be taken from this record to be billed (See Page No. 158, Form No. A5).

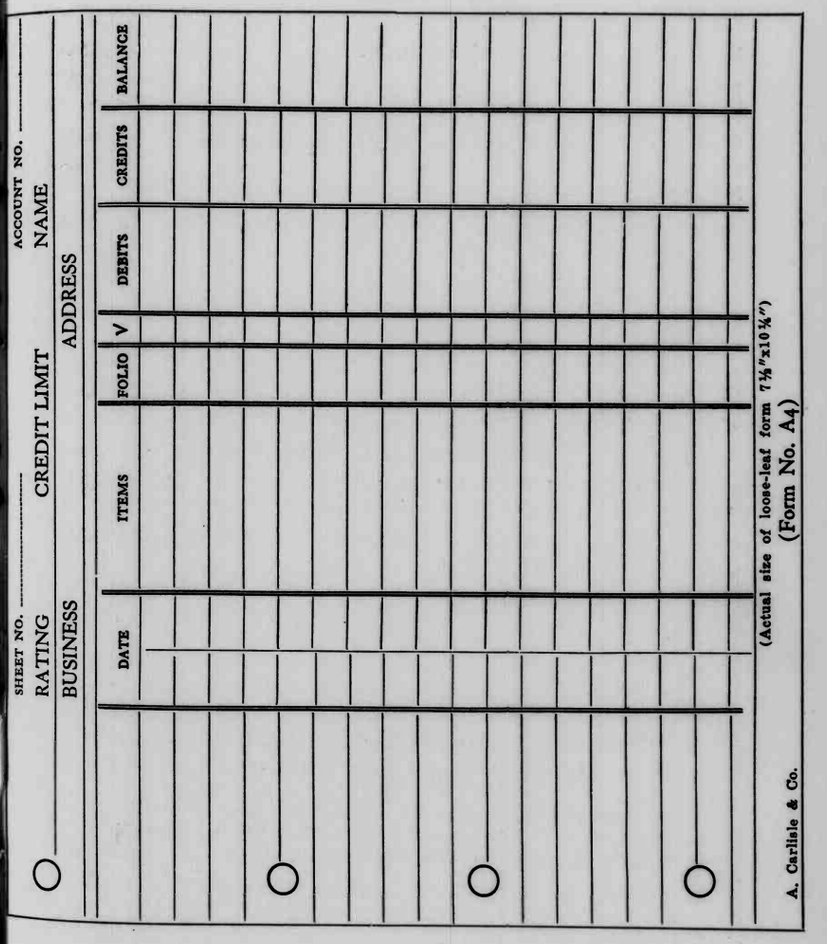
The night man can probably make out the statements and slip them under the door the day before the rent is due. The manager receipts them only when paid in full. If only a part of the money is paid, she should write on the statement "Paid on account $_____. Balance due, $_____."

After all postings are made at the end of the month, the accounts are balanced and the credits and debits remaining will determine whether your ledger balances.

To balance the bank account, check off the cancelled checks received from the bank and make a notation of the numbers and the amount of the outstanding checks (those not cleared). The total amount of these checks plus the bank balance will equal the amount shown on your bank statement.

(Checks which are also receipts may be obtained from your bank at small cost. The printed endorsement on the back constitutes a valid receipt. This endorsement is outlined on Page 55.)

When this has been done, the monthly statement to the owner may be made up, which should be as on Page No. 159, Form No. A6. An inexperienced owner may not request a monthly report, but I have instructed students to render one anyway for their own protection, and they have invariably been appreciated. All of these forms outlined may be purchased in small quantities at nominal prices and certainly simplify the work of managers and owners. Form No. A6 should be made out in duplicate and the copy which the owner has OK'd should be retained and filed by the manager. The OK is particularly necessary if there is an arrearage in the remarks column.



STATEMENT

San Francisco, _____, 19____

M _____ Apartment No. _____

_____ APARTMENTS

FROM	TO		DR.	CR.
		Rent Apt.		
		Rent Garage		
		Weekly Rate		
		Gas		
		Electricity		
		House Laundry		
		Private Laundry		
		Curtains, Blankets		
		Cream		
		Milk		
		Lamps		
		Cleaning		
		Service		
		Breakage or Damage		

NOTE: All rents payable monthly in advance. If the tenant remains any fraction of a month beyond the date on which the rent is due a month's rent will be charged unless 30 days' written notice has previously been given by tenant. A minimum cleaning charge of $2.00 per room will be made when apartment is vacated. Not responsible for stolen articles.

Received payment

_____

A. Carlisle & Co.

(Form No. A5)

MONTHLY REPORT

Month of _____ 19____ _____ Apartments

_____ Street

Apt. No.	No. of Rooms	Fur.	Unfur.	Gar.	Tenant	Date of Payment	Rent Paid to incl.	Amt. Remitted	Remarks	Sundry Expenses	Amount
										Mgr's salary	
										Janitor's salary	
										Elec. (house)	
										Elec. (elevator)	
										Gas	
										Elev. Insp.	
										Telephone	
										Fuel	
										Repairs	
					TOTAL						

Vacancies this date are Apts. Nos. _____

Attach receipts for all expenditures.

Give exact date to which rent is paid, inclusively.

_____

House Manager.

A. Carlisle & Co. (Form No. A6 - size 11x14)

COLLECTIONS:

Promptly on the date the rent is due a bill should be rendered. The first presentation may be made by slipping it under the door in a sealed envelope. (Guests appreciate the privacy afforded by the envelope.) If payment is not made in two or three days call on them and inquire as to whether they received it. There is no reason to be embarrassed or apologetic. It is a customary procedure and should not offend the tenants, for the rent collected is the sole reason for your being there. Don't delay. When you call, if the check is not then forthcoming ask what day they would like to have you call again and be sure to be there promptly on the day set. Do not allow the month to pass, if they do not pay, without discussing it with your owner. It is his money and you shouldn't let others have the use of it without his consent. If he is willing to give them more credit that is his responsibility, but I would insist upon a small weekly payment, if they are on a weekly salary, the payments being made on account, even though they are only $5. or $10. each. When presenting your owner with a signed monthly statement be sure and show the arrearages, and have the statement approved by the owner. Have him approve your duplicate as well. Always keep a duplicate.

If a tenant is a month or two in arrears and it seems hopeless for him ever to pay in full at one time, have him execute an installment note on which he pays a certain installment each month. If the tenant wants a reduction to which you feel he is entitled, allow the reduction but insist that he pay up the rent which is in arrears or sign the installment note.

If a prospective tenant offers a check as a deposit on an apartment never under any circumstances give any change. Insist upon holding the entire check until you can cash it and then return the change after it has cleared. Never accept a check in payment of a closing bill.

LOYALTY AND CO-OPERATION:

In any organization, whether it be a business or a government, there is a priceless ingredient absolutely necessary to its success and that is *loyalty*. In a government it is called patriotism; in any other organization it is loyalty. It is priceless because it cannot be bought. It is a quality as necessary in one's employees as in one's country.

All success is achieved in proportion to the loyalty of the group composing its organization. Loyalty and its importance in pulling the load of the organization, whether it be the business of apartment managing or any other merchandising, was demonstrated by the old "twenty mule teams" I used to see crossing the deserts of Nevada. Those twenty hard-working, loyal mules had been trained in team work and they all pulled together in whatever direction their driver guided them. They didn't stop to argue or question. Had he driven them into the mire or quicksand the faithful team would have pulled just as hard in that direction as in any other. It was their job to pull and his to direct, and keep the wheels lubricated so that the load was pulled with the minimum of effort. By pulling together the load was equally light to all. A good driver will not allow his best worker to pull most of the load. He protects the hard worker by lashing the laggard.

Compare the obedient team to twenty mules which might have been trying to direct the course with their own ideas. One would go north and the other would graze while another rested. The result would have been entangled lines and traces—no progress and probably an overturned wagon.

Remember that action does not always indicate progress. The distracted driver's only remedy would have been to discard the horses not understanding team-work and responding to his direction and replace them with trained and obedient horses. So it is with an owner or director of a business. If the pullers of the load do not

show loyalty and co-operation he should immediately replace his team. The world is full of those trained in team work. If the workers think the driver is incompetent they should continue to pull until the driver is replaced. His incompetence will soon be his undoing and they will be rewarded by a new driver. If they do not concur with him, they should be loyal and say nothing to their associates—whether they be other employees or tenants—which they would not say to their employer. The listener may be a loyal puller and it will reach the owner. A tenant may wish the position and report the manager. Loyalty is priceless, attain it.

SERVICE:

Service is almost a twin sister of loyalty. The dividing line is so fine that they are almost synonymous. There are many little thoughtful services the manager may perform. Again let me remind you that first impressions are the most lasting. What you do or say in making a tenant welcome in her first days may make or mar her stay with you. If consideration is shown her during the throes of moving she may repay you with consideration as long as she is with you. I think a little note of welcome left in her apartment or under her door immediately after her arrival, will do much toward winning her gratitude and good will. Make it spontaneous. The following is just an idea:

My dear Mrs.

We welcome you to our cozy apartment house and hope you will be happy here. Rest assured that we will do our part and we feel sure that we will have your co-operation, which we appreciate.

That you may get the greatest enjoyment out of our service the following suggestions are offered:

Each Friday night at 10 p. m. the refrigerators are defrosted, in order that your box may be fresh and clean for the week-end shopping. If you wish to air the box at that time it will be helpful. The trays should be emptied Saturday morning and the ice coils

and shelves cleaned and wiped. If water is allowed to stand on the shelves it may be difficult to remove the trays when it freezes. In order that you may have the greatest efficiency please do not leave refrigerator door open.

If any leaks develop in the plumbing your prompt notification will be appreciated. In order that we may give our guests the advantage of minimum rates there should be no waste. Immediately upon notification it will be remedied.

For the convenience of our guests a monthly cleaning schedule has been arranged. You will be advised a week in advance of the day on which your apartment will be cleaned.

If there is anything we can do to add to your comfort while you are in the midst of moving please feel free to call upon us.

THE MANAGEMENT

By_____

Discard the idea that a manager should be "hard-boiled." Service does not consist in being hard. True, one must not be a servant of one particular tenant, but must graciously represent the owner and if the service requested is unreasonable, be diplomatic in your failure to accede to the request. Don't promise to do something you know you won't do. I usually evade the issue until they are in a calm humor and then regret that it was impossible. A new tenant is usually so weary and disconcerted when moving, make allowance for her disposition and allow her the use of your telephone. Loan her equipment that she may have misplaced and do all in your power to help her get settled pleasantly. If you make "service" your slogan it will be reflected in the loyalty of your tenants and they will not always be on the look-out for something to criticise, as are some tenants I know. They tolerate many deficiencies on the part of a manager if she is gracious or has a pleasing personality. By the same token they make it as difficult as possible for the manager they don't like and they seem to enjoy her discomfiture.

If you wish to make your own path easier, endeavor to make that of the other fellow pleasanter and you will find your own less hard. A few courtesies and small services are suggested herein.

See that the morning papers are delivered to the tenant's door as soon as the carrier arrives in the morning. Nothing starts the day wrong more quickly than for a tenant to go down after his own paper or look for it a dozen times before it arrives. That is almost sure to cause a bad disposition as no hot water in the morning. Under no circumstances should the manager be emulated who reads the guests' newspapers. In one instance a guest seeking her paper interrupted a manager in the midst of her morning perusal of the news and the manager actually appeared annoyed. Many people have an aversion to reading a newspaper after it has been read or disarranged by a previous reader.

It is surprising how little things add to the comfort and happiness of your guests. Save all the clothes hangers left by departing guests and the incoming guests can either use them or dispose of them. If they are gaily painted they will greatly enhance the closets.

If you would save many towels in the course of a year make a point of having two or three clean rags in a furnished apartment, and when the man of the house wants a clean rag for his automobile or his shoes he is more likely to take the rag than the towel. There are times when one must have a floor cloth, or a pot cloth and if there are no rags available a towel will be ruined.

There is a curtain holder on the market which attaches to the side of the window casing and folds back out of sight when not in use. When the window is opened this will hold back the curtains and they will not become wrinkled or soiled. They are very inexpensive, costing only a few cents each. A guest will appreciate the thoughtfulness of the manager supplying them.

If the windows in the building rattle in the wind or if there are extension screens in use which rattle, instruct the janitor or houseman to cut small wooden wedges one inch thick and two inches

long to fit in the grooves in the window between the stop and the screen. Some managers use two halves of a spring clothespin as wedges.

A guest should know when the apartment will be cleaned. To save time a card should be placed in the apartment a week in advance stating the date the cleaning will be done. The following is suggested:

Apartment No. .....

To be cleaned

Date .....

In order to prevent stoppage in the plumbing a manager pasted the following notice on the door of the dish closet in the kitchen:

GREASE, coffee grounds, or lint and food particles WILL NOT go through drains or waste pipes without causing stoppage. Strainers are provided. Chemical solvent will be furnished to you on request at the office. Tenants will be charged when janitor or plumber is required to open stoppage.

Use the chemical, report slow drains and there will never be any trouble of this kind.

If the garage is too small to allow all cars out independently of one another see that the impeding ones are removed early in the morning allowing free egress to the others.

All lobbies should be cleaned before even the first tenant leaves in the morning. All service should be given without being noticed by the tenants. It lowers the tone of a house to have cleaning or scrubbing going on during the activity of the guests.

Learn a lesson from the quiet service of the high-class hotels. No one sees the lobbies cleaned, and the maids slip in quietly while the guest is away to clean the room. The real service of large hotels appears to have been done by magic for the average guest is seldom cognizant of the fact that it has been done. A letter from the Hotel Herald is quite descriptive of this service and is worth quoting:

"The employees are the background or stage on which the 'front office' wrests its laurels of success in the hotel business.

"Courtesy is ever the watchword. Cleanliness and comfort are the by-words. There are no other rules, unless working on a schedule of time may be termed as such. A hotel is the home of the guest when away from home, and the guest should be made to feel at home.

"Clerks in the front office should be psychologists to cope with the behavior of guests. The reaction to mail received speaks volumes. One learns of their folly and wisdom, their mannerisms, morals, etc. The oriental symbology of the three monkeys should be the motto of all employees. Anticipate the guest's wishes if possible."

Any manager is liable to have the unpleasant experience of having a death in her house. In that event she should by all means retain her poise and calm demeanor. From whatever cause the death occurred, every precaution should be taken to prevent the other tenants from hearing of it. Many people are very superstitious and fearful of death, and you will probably lose tenants if it becomes known that a death has occurred. If there is no one else to take the initiative or

if the deceased was unattended by a physician, call the police immediately. If a request is made for a "plain clothes" officer, there will be less commotion. Of course, if a physician was in attendance, he will take care of all details. The undertaker will not remove the body until the death certificate has been signed. In the event of a violent death, suicide, accident, or murder, the police should, of course, be called. Never enter an apartment by force nor with a master key if a suicide or accidental death or murder is suspected. Wait until the police arrive. In the event any jewelry, money, or valuable papers disappear, the manager may be seriously involved. Nothing should be touched or disturbed in such a case until the arrival of the police. Do not permit any noise or demonstration if it is possible to prevent it.

One of the chief reasons for burglaries is the ease with which they are accomplished in some apartment houses. By the use of a piece of celluloid a thief can open the average door. If the manager will see that the outside doors to the apartment are tight-fitting on the edge where the lock is located, it will be difficult to open them in that manner.

If the doors do not fit tightly, loosen the screws at the hinges and slip some cardboard under them. This will force the door closer to the opposite edge. If the door is tighter at the top, insert the cardboard in the lower hinge or vice versa. When there is no play in the door, it is difficult to open with celluloid. A strip of rubber tacked down the face of the door (by the "keeper") or a row of small rubber tips or tacks will also prevent this form of entry.

There are inexpensive burglar locks on the market which are very effective in preventing burglaries, and they should always be installed on windows near the ground or on windows opening onto fire escapes. They are two small knobs placed on the sash about eight inches from the bottom of the top sash. This allows ventilation and still does not permit anyone to enter.

At very small cost a switch can be installed in the manager's apartment which will disconnect all bells in the house. If they were disconnected each night at 12 o'clock it would preclude the possibility of any illegal transactions being carried on late at night or of guests being disturbed by malicious persons.

If men or women are constantly parading into an apartment, it is safe to assume the apartment is probably being used for gambling or other illegal purposes. Do not allow it to continue. Have the police investigate the cause.

All the service that home affords should be provided for guests and gladly given. A friendly interest in each guest—sincere and genuine—quiet at all times, and freedom from interference by solicitors does much to hold their loyalty. As much attention and care should be given to the occupied apartments as to those one is trying to rent. I sometimes think we place a premium on the vacancies, as they seem to get the new equipment and rent reductions. In this regard it is often a good plan, when a guest feels the urge to move, to ascertain whether another apartment in your house, with a change of outlook perhaps, will keep him there for another period of time.

In the event of any break-down or untoward event the manager should show that she is doing all she can to correct the condition. She should literally meet them at the door to explain the delay in refrigeration, heater, boiler, elevator, or other troubles. Know the guests, their interests and friends. Greet them always with cordiality and hospitality. Treat them as guests, rather than tenants. Never make the unpardonable error of becoming intimate or overly-friendly with tenants. Never call on them or grow chatty or gossipy with them. That is the surest way of losing tenants. You may like them a lot but they may not care for you. Or if they do, wait until they move out before you get on a visiting basis with them. We have had prospective tenants refuse to look at apartments where they were very friendly with the manager. They do not like to live in a house

where there is too close a friend as they fear an infringement on their privacy.

EMPLOYEES:

Employees are entitled to know exactly what their duties are and what compensation they are to receive before they accept the work. If one would inspire loyalty and keep out dissatisfaction and disloyalty, their work should be outlined completely beforehand. If they expect to put in eight hours a day and unexpected duties are added, it creates a sense of injustice and discontent. All duties should be outlined in a letter of instructions or Policy Book and then they know where they stand and it also helps them to remember their duties.

A house is as good as its maid. A schedule of progress definitely followed with quiet, efficient, painstaking service, and attention to routine, leaves no room for call-backs and complaints. An understanding of the importance of "the back of the house," working with the help in having all equipment ready and the work laid out, raises the standard of work from drudgery to service.

In my office I have what we call a "Policy Book" and every new employee is required to read it and understand it. It saves lots of explanations and impresses their duties on their memory and, best of all, it settles arguments.

I would have a policy book if I were an owner or manager, outlining all the duties and conduct of employees, and require them to study it. Some hotels have the bellboys' duties printed in large type and hung over the sink in the basement. It is always before them when they are filling pitchers, etc., and impresses itself on their subconscious minds. One, I remember, stressed the importance of calling each guest by name. As soon as he registered the bellboy was supposed to glance at the registration card and immediately, or at the first opportunity, call the guest by name. This tends to make a guest feel important and quite at home. There are dozens of other items

that could very profitably be printed on the card or in the policy book. If the janitor's duties are not numerous, possibly a typewritten page will outline all that is expected of him. If a manager will give it serious thought and cover all contingencies it will assist the janitor in remembering his duties and prepare him so that he does not feel imposed upon if extra duties arise. There is a partial outline given later to which could be added all other duties required. Give him the outline when employing him and it will create confidence in your fairness.

It is my hope that this book will serve as a "Policy Book" for owners so that they may be spared the necessity of outlining a manager's duties.

When employing janitors, houseboys, maids, elevator boys, or other unbonded workmen about a hotel or apartment it may be a very effective assistance in recovering stolen articles to have them sign an agreement.

Employers of assistants in hotels or apartment houses are at a great disadvantage because the personal property of guests is under the care of these financially irresponsible assistants, and if the employer finds it advisable to search the room of a house boy he may be liable to the boy for damages unless he has a search warrant and has evidence to warrant such action, and the delay increases the possibility of failure to recover property or obtain evidence.

In order to avoid that contingency a contract form of employment is suggested for the time sheets.

On one side is the contract and on the reverse side a record of employment. It is a splendid protection as well as a record.

The following is a suggestion:

NAME ADDRESS TIME NO.

MARRIED—YES OR NO TELEPHONE NO.

DEPARTMENT | OCCUPATION | WHEN ENGAGED | SALARY | Per Week / Month

MEALS | UNIFORM | BANK

AGREEMENT, made this..... day of..... 19.... between THE ..... COMPANY, a California Corporation, Party of the First Part, hereinafter called "Hotel Company," and the undersigned Employee, Party of the Second Part, hereinafter called "Employee."

The Hotel Company, in the conduct of its business in operating the ..... Apartments in the City of San Francisco, California, has employed and hereby does employ Employee upon the terms and conditions hereinafter set forth, and Employee has accepted and hereby does accept said employment upon the said conditions, and each and every one thereof.

FIRST: Employee shall work for Hotel Company for one month commencing on the date above recorded and from month to month thereafter (until and unless this agreement is terminated as hereinafter provided) at the monthly wage of..... Dollars ($.....) week to week weekly

SECOND: Employee will not terminate this agreement of employment without giving written notice to the Head of the Department in which he works of his intention so to do at least three days prior to the expiration of the then current month of his employment. week

THIRD: The Hotel Company, by its agents or servants, at any time during the employment hereunder, may search the person and effects of Employee, whenever in its judgment such a search is necessary or proper, and Employee hereby waives any and all claims for damages or otherwise arising out of or on account of any such search.

FOURTH: Employee will not assign, transfer, sell, or in any way dispose of any claim for wages or compensation of any kind which he may have against Hotel Company hereunder, without the consent of the Hotel Company, and same shall be unassignable without said consent.

FIFTH: Employee will deliver promptly to the proper authorities of Hotel Company any money, jewelry or other property which he may find in The..... Apts., or on or about the premises of said property.

SIXTH: Employee will obey strictly all rules and regulations now or at any time hereafter in force for the governing of the conduct and the performance of the duties of employees of the Hotel Company.

SEVENTH: Employee will reimburse Hotel Company for any loss or damage to the property of Hotel Company, or the property of its guests, caused by Employee's carelessness, negligence or disobedience of instructions.

EIGHTH: Employee will work and act in harmony with all other employees of Hotel Company, will not induce or persuade other employees of Hotel Company to leave their employment and will use his best efforts in every way to promote and enhance the service in The..... Apts. and the interests of Hotel Company, and any violation of this clause of this contract shall be, and hereby is declared to be, a good and sufficient ground for the immediate discharge of Employee by Hotel Company.

NINTH: The Hotel Company hereby agrees to pay Employee the wages above mentioned as and when the same become due and payable hereunder.

TENTH: It is further mutually covenanted and agreed by the Parties hereto that this agreement and the employment hereunder may be terminated by Hotel Company at any time, with or without cause, and without previous notice, provided Hotel Company, at the time of such termination, pays Employee the proportionate amount of the then current month's wage earned by Employee up to and including the date of such termination, and one (1) day's extra pay; and that said extra day's pay will be accepted by Employee as and for an adequate compensation paid by Hotel Company for the right to terminate this contract as aforesaid.

THE..... COMPANY

By..... EMPLOYEE

YEAR								
JANUARY								
FEBRUARY								
MARCH								
APRIL								
MAY								
JUNE								
JULY								
AUGUST								
SEPTEMBER								
OCTOBER								
NOVEMBER								
DECEMBER								
TOTAL								
YEAR								
JANUARY								
FEBRUARY								
MARCH								
APRIL								
MAY								
JUNE								
JULY								
AUGUST								
SEPTEMBER								
OCTOBER								
NOVEMBER								
DECEMBER								
TOTAL								

(Reverse side of contract on page 171)

A manager should diplomatically inquire if an owner has compensation insurance. It is to her interest as well as the other employees' to see that it is carried. It may save her owner serious trouble for there is a state law requiring employers to carry compensation insurance. She should see to it that the janitor is informed on fire hazards and fire laws. If he shows a disposition to leave rubbish in the storerooms, furnace rooms, etc., tell him that it might be reported to the fire department and cause him to lose his position. Also inform him about the risk of leaving oily or greasy rags or papers for future use. They may cause a fire from spontaneous combustion.

The basement boiler room and all of the "service" rooms should be kept as clean as the guests' part of the house. The manager should make frequent inspections of the servants' quarters. Particularly if Oriental or colored help is employed. It is not uncommon for these types to harbor four or five relatives in a small room and of course the cost of lights, linen and supplies is proportionately increased by these large families. Besides it is unhealthful and may breed disease.

All garbage receptacles and the openings of garbage chutes should be lined with fresh paper daily. If the edges of the paper are turned down around the edges of the garbage chute it will not be carried down when the refuse is deposited. Garbage pails, milk bottles or papers should never be left in the corridors. The tenant should leave the full pails in the lockers provided for that purpose and a clean freshly-lined pail should always be in the locker in readiness.

Janitor should be instructed always to test the flue of the incinerator with a long-handled mirror to make sure that it is clear before starting a fire in it. If he can see daylight in the mirror from below the first opening, he knows it is not choked. If precautions are not taken and there is a stoppage, all the smoke will come into the rear stairway and many false alarms are turned in due to carelessness in this matter.

If the outlets to the standpipes are painted, care should be exer-

cised to keep the threads free of paint. It is most important that a fire hose can be attached quickly and if the threads are clogged with paint valuable time would be wasted in the event of a fire.

No brooms, ladders or other working tools should be left in the halls at any time.

PARTIAL OUTLINE OF JANITOR'S DUTIES:

1. On assuming charge an inventory of supplies should immediately be taken. One copy to owner and one to be retained by janitor.
2. Reports at 6 a. m. and delivers papers to doors of all tenants.
3. 6:30 a. m. Sweeps and washes outside steps, door plates, signs, entrance. Cleans lobby, office, elevator. Wipes finger-prints from all elevator doors and trim. Empties waste baskets, cuspidors, etc.
4. Vacuums hall twice a week.
5. Cleans lobby thoroughly early every Saturday morning.
6. Washes all windows and helps maids with heavy work.
7. Cleans gas stoves and puts up curtains.
8. Cleans apartments thoroughly when tenants vacate.
9. Keeps all garages and boiler room immaculately clean.
10. Takes full responsibility for heating and refrigeration equipment. (unless there is an engineer).
11. Cleans back porches and stairs weekly and lines garbage chute openings with newspapers.

MAID'S DUTIES:

1. Reports 8 a. m.
2. Takes work sheet and linen to her service closet.
3. Dusts vacant apartments and empties refrigerator pans.
4. Cleans newly-vacant apartments before tenants are up.

5. Cleans apartments of regular guests.
6. Helps repair in linen room or helps other maids.
7. Reports any complaints, damage, shortage or leaks.

MONTHLY SERVICE:

1. Windows washed.
2. Window sills dusted.
3. Shades drawn to center bar.
4. Finger marks removed from doors and trim.
5. Lamp shades, fixtures and bulbs dusted.
6. Ash trays washed.
7. Mirrors, pictures cleaned free of finger marks.
8. Bath in perfect order.
9. Waste paper baskets emptied.
10. Garbage pails emptied, rinsed out in hall sinks and lined with paper.
11. Wax floors.
12. Floors and closets dusted with dust mop (if floors of closets are varnished and kept dust-free the moth hazard is reduced).
13. Rugs vacuumed.
14. Furniture dusted and arranged.

On one occasion I hired a janitor who seemed to meet all requirements, but while I was showing him his duties a woman guest arrived carrying several large packages. He made no effort to aid her in opening the elevator door and then failed to remove his hat in the elevator, so I immediately changed my mind and did not employ him. Courtesy and consideration should be spontaneous and immediately evident in any employee in an apartment house.

It is not easy to select the right janitor, but if applicant seems to have the following qualities he is worth a trial:

QUALIFICATIONS TO CONSIDER IN EMPLOYING A JANITOR

Experience or training
Ability
Character
Systematic
Economical
Adaptable
Courteous
Willing
Good disposition
Good appearance
Ability to take orders
Ability to give orders
Knowledge of a building
Knowledge of equipment

The following tools and supplies should be on the janitor's inventory, together with the furnishings of his apartment—also plumbing tools or other equipment.

TOOLS FOR WET CLEANING

Mop
Bucket
Wringer
Squeegee
Sponge
Chamois
Steel wool
Wash rags
Hand brush
(mechanical)
Scrubbing machine
Mechanical Squeegee
Mechanical absorber

TOOLS FOR DRY CLEANING

Push broom
Counter brush
Dust pan
Dust cloth
Dust mop
Polishing brush
Wall brush
Corn broom
(mechanical)
Vacuum
Carpet sweeper
Polishing machine

MATERIALS FOR WET CLEANING

Water
Ammonia
Soap and soap powder
Chemicals
Waxes
Abrasives
Clorox
Kerosene
Lye
Bluing (for tile floors)
Vinegar

MATERIALS FOR DRY CLEANING

Treated saw dust
Damp newspaper
Coffee grounds and tea leaves
Cornmeal
Chemically treated cloths
Steel wool
Sandpaper
(for glossy finish)
Wax
Metal Polish
Furniture Polish
Bon Ami
Vinegar
Oxalic Acid
Shellac
Lacquer polish
Talc

CLEANING EQUIPMENT, METHODS AND FORMULAE:

The tools of a carpenter are a fair indication of his skill. If they are a heterogeneous assortment, rusty and dull, it is safe to say the owner will not produce the best work and a discerning contractor would not employ him. That applies to housemaids, cooks, etc. They should be supplied with good carpet sweepers, brooms, brushes, chamois, etc., and they should keep them in good condition.

This equipment should be inventoried when they assume control of it. It should be charged up to them and they should assume responsibility for its loss or breakage. In this way, they will give it more care and attention. Carpet sweepers, vacuums and floor polishing machines should be oiled regularly in accordance with the manufacturers' instructions. You may think that the resulting saving from the care of these articles is too small to warrant giving it your attention, but if you begin with the small items in the house and save a little on every item, at the end of the year the saving will be appreciable.

You should endeavor to furnish time-saving equipment to your employees.

A long handled brush saves time in cleaning a toilet trap. Palmetto or Palmyra brushes outwear Tampico brushes. Floor brushes which may be reversed wear down evenly. They should be reversed daily. Janitors should be taught the art of sweeping and scrubbing without bumping or soiling the baseboards.

If long-handled horsehair brushes are provided and the walls are dusted regularly they do not need cleaning nearly so often. Brush walls upward or they may become streaked. They should not be used on walls that are soiled with radiator smudges. Wall paper cleaner is recommended for this purpose and if it is properly used the wall is almost like new. Some recommend a Sheffield sponge.

The basic ingredient of many wall-paper cleaners is gluten, which may be supplied satisfactorily by the use of rye or wheat flour. The flour is made up into dough with water or with water containing 25

to 35% of common salt. Preservatives may be added, such as sodium salicylate, sodium benzoate, borax or certain essential oils. The latter are also added to impart a pleasant odor. Stale bread, usually rye bread, may be cut into slices and used as a wall-paper cleaner. Wheat bran (sewn up in a bag) pipeclay, and various other materials have also been used. (U. S. Government.)

Dust pans that eliminate stooping are an economy. Dirt should be taken up in a dust pan every few feet in sweeping a large area and not swept from one end of a corridor to the other. All brushes, brooms, mops, dust pans and other equipment should be provided with rings, or holes should be bored in them for hanging. Hooks should be placed in the closet or door on which to hang them, as this lengthens their usefulness and efficiency. They should be washed once a month to produce good results and add to their lasting qualities. Add a small amount of ammonia to the water and rinse them thoroughly and dry quickly and completely. Brushes and brooms should never rest on their bristles, as that causes them to become misshapen.

If new brooms are soaked in water before being used they give better service. When the broom is quite worn, if the string nearest the end of the straws is clipped and removed it will last longer.

If a mop is too small, much time will be wasted, but a man cannot conveniently handle a mop if it is too large. It should not weigh over two pounds, nor should the strands be over two feet long, and they should be kept evenly trimmed. Strands of mops become entangled unless they are hung up when not in use. A sour mop is an abomination and should not be tolerated. The room in which one is used will retain the sour odor. Never try to clean anything with a dirty mop or dirty water. A hot mop should never be used on a rubber tile or linoleum floor. Where scrubbing is necessary, small long-handled deck scrub brushes should be used. Where large areas are to be cleaned, a scrubbing machine should be inclued in the equipment.

Proper cleaners are as important in reducing labor costs as equipment. Many purchasers of large quantities of soap and other cleaners subject a sample to a laboratory test before purchasing. They save many times the small cost of the test in additional value for their money. When you realize that $9.50 per year in soaps and cleaners is estimated to be spent for each room in a hotel, you can understand the need of intelligent buying. Soap powder should be tested to see that it contains no caustic or soda. A simple test is to add two drops of muriatic acid to one tablespoon of soap powder. If it boils, it contains caustic or soda. (U. S. Government Test.)

If you exercise care in the selection of your cleaners, you not only save in labor, but save the surface you clean. Some cleaners are very destructive to paint, porcelain and fabrics. For instance, if your linen is not white but grayish, it is because the soap is poor and the soap curds cling to the fabric. It is interesting to note a rather romantic story that is told of the discovery of soap. It is said that fatted calves and goats were burned on wooden pyres as sacrificial offerings to the gods on a hill near Rome. The rains washed the tallow and wood ashes (which make lye) into the stream below and the Roman women soon discovered the marvelous cleaning powers of the water and brought their clothes to that river from near and far.

Cleaning compounds containing trisodium phosphate and ammonia in correct proportions leave polished surfaces, such as tile, porcelain and glass, clean and bright. Trisodium phosphate is a washing soda—two tablespoons in a gallon of water makes an excellent cleaning solution. It is an alkaline salt and is recommended for cleaning very greasy surfaces—dishwashing, laundrying and water "softening." It is also used in soap making.

A U. S. Government bulletin states: "It is our opinion that it is more economical to buy ready made soap than to attempt to manufacture it on a small scale or in a crude way." The American Hotel Association advises against hotels attempting to manufacture soap, as it has not proved satisfactory or economical. As alkaline salts are

present in many laundry soaps and are injurious to some surfaces, the safest cleaner is a pure white floating soap. A simple test for determining the presence of sodium carbonate, sodium bicarbonate or ammonium carbonate in a cleaning preparation is to dissolve a tablespoonful in a glass of water and add several drops of hydrochloric acid. If it produces a strong effervescence one may conclude they are present. To test for phosphate salt, employ silver nitrate, make a solution by dissolving one-half ounce of silver nitrate crystals in a pint of water, stir one tablespoonful of the cleaning preparation in a glass of water when undissolved matter settles pour off the clear liquid and add a few drops of the silver nitrate solution. If a yellow, curdy precipitate forms, a phosphate salt is present.

Soap powders are very convenient and soluble and have excellent cleaning qualities. However, as they usually contain alkalies and salts, they should not be used on marble and other surfaces to which they are injurious. The tests given previously for alkalies and salts should be used.

A scouring powder should consist of a uniform mixture of soap powder and insoluble abrasive. The abrasive is usually powdered pumice, volcanic ash, quartz, marble or feldspar. The abrasive is mixed with the soap and sodium carbonate (washing soda) in a special mixture. All the above abrasives are harder than the average surface on which they are used, hence there is danger of scratching. Steel wool, grade 0 to 00, is excellent for scouring but it also scratches average surfaces.

Plumbing fixtures, nickel or tile, should never be cleaned with these gritty scouring powders or steel wool. A paste made of the commercial grade of whiting, which is obtainable at paint stores, is recommended. Bathtubs and all porcelain ware should be scoured with a soft abrasive such as the above. There is a finer grade—extra gilders—for the use on chromium plate. A cloth moistened with ammonia is excellent for cleaning plumbing fixtures. For the toilet bowl use 1 cup of Javelle water to a pail of hot water.

Lemon juice, face astringents, bleaches or strong soaps often find their way into bathrooms and they should be carefully used as they are very detrimental to enamelled fixtures. They cause the enamel to become rough and difficult to clean and unless the fixtures are acid-resisting great damage can be done by their careless use. This applies particularly to colored fixtures.

Scouring cakes may be made by combining soap with feldspar or powdered pumice and adding some salsoda. Soap combined with steel wool is more convenient for cleaning kitchen utensils than steel wool alone.

Alkaline cleaners such as sodium carbonate (salsoda) sodium bicarbonate, trisodium phosphate, etc., are used directly for cleaning purposes, water softeners and detergent aids. Household ammonia is frequently used in cleaning glassware. Less expensive is a substitute made by adding one gallon of water to 1 pound of 30% solution of ammonium hydroxide. A concentrated cleaner may be made by mixing 1 part dry ammonia with 7 parts of distilled water which may be bottled for convenience. Javelle water is an excellent disinfecting and deodorizing agent and the following method of making this preparation is recommended by U. S. Bureau of Standards:

¾ of a pound of chlorinated lime } will make 10 gallons of Javelle
3 pounds of washing soda } water

Put the chlorinated lime into an enameled container and add some water slowly, mashing the lumps until it is reduced to a paste.

Dissolve the washing soda (or 1½ pounds of soda ash) in one gallon of warm water. Pour into a 2 gallon stoneware jar and add the lime paste. Fill the jar with water, cover and allow the lime to settle. Siphon off the clear liquid and dilute with four times its volume of water before use. This is a bleaching agent and will remove color from fabrics. It is also quite corrosive to metals and if it comes in contact with a metal surface it should be immediately rinsed with clear water.

A plumber's "snake" is a very necessary part of the equipment of an apartment house. If one visit by a plumber is avoided by its use, the "snake" has paid for itself. It is a small coil spring auger about one-half inch in diameter and can be obtained in lengths from three to twenty-five or more feet. Small obstructions are often forced out with a rubber force cup, but if this is inadequate, the "snake" will usually dislodge them.

There are several prepared compounds on the market to dissolve grease in the pipes which often causes stoppage in the kitchen plumbing. They usually consist of lye and a small amount of aluminum chips. A good grease solvent for the drain pipe which is less expensive than the prepared household compounds is a water solution of concentrated household lye. Another inexpensive solvent is sodium carbonate (soda ash) dissolved in boiling water—one pound to three gallons, which is very effective if used while hot. Potassium hydroxide (commercial grade ground) is most satisfactory and inexpensive, but may be difficult to obtain. Face and hands must be carefully protected while using. None of these solvents should be used in lead pipes. After the use of any drain-pipe cleaner there should be a copious flushing of the pipes with water. It also attacks the surface of sinks. If the solution is spilled on the floor or its covering it should be treated at once with vinegar and water, followed by a thorough rinsing.

If the drains are regularly flushed with boiling water it will probably prevent stoppage. Always use boiling water before resorting to any of the above remedies.

POLISHES:

The following polishes are said to be satisfactory for use on the ordinary varnish and enamel finishes. In making up polishes care should be taken to have no flames around as gasoline, turpentine,

petroleum spirits, etc., are highly inflammable. For use on varnish and paint:

Material	Ounces	Material	Ounces
Cider vinegar	20	Denatured alcohol	3½
Petroleum spirit	36	Boiled linseed oil	16
Turpentine	21½	Raw linseed oil	19 1-3

These quantities will make about 1 gallon. Polishes containing acetic acid (vinegar) should not be put in metal containers.

All furniture polishes should be thoroughly rubbed off the furniture after applying. The above is not recommended for lacquer as it contains alcohol.

POLISH FOR OLD FURNITURE:

1 pound pulverized brown gum shellac
1½ quarts A1 wood alcohol
½ gill (⅛ pint) pure raw linseed oil

} Place the shellac and alcohol container in warm water and while warm add the linseed oil (keep away from flame)

To recondition very old furniture double the quantity of linseed oil. However, it will not dry as quickly.

HIGH GLOSS POLISH:

Dissolve 1 to 2 ounces of beeswax in 1 pint of raw linseed oil by heating slightly over hot water (not over a flame) remove from the source of heat and add 2 pints of turpentine. Shake well.

FURNITURE OR LACQUER POLISH:

	Parts by weight
Mineral spirits or gasoline	11
A mixture of beeswax and carnauba wax	2½
Finely powdered diatemaceous earth or tripoli (325 mesh or finer)	½
Water	11
Neutral soap	¼

Dissolve the wax in the gasoline by warming in hot water, add the

abrasive and mix by stirring or shaking. Dissolve the soap in water, add the soap solution to the gasoline mixture and shake thoroughly. The soap solution should be just warm enough to remain liquid.

If the abrasive is omitted it will serve for lacquer finishes.

POLISHING CLOTH:

There are many polishing cloths on the market but they are expensive and short lived. You can treat your own so they are just as effective. They can be of wool, silk or cheesecloth. Dissolve raw linseed oil in gasoline, add some tripoli or infuserial earth and mix thoroughly. Immerse and rinse the cloth thoroughly in the mixture, stretch in cool place in good circulation of air and dry. By omitting the tripoli or infuserial earth you have what is called "dustless cloth."

Feather dusters are antiquated and unscientific and should never be used unless to brush down cobwebs.

TO CLEAN GOLD-LEAF PICTURE FRAMES:

To one and one-half pints of distilled water add seven ounces bicarbonate of soda, two ounces of salt, seven ounces chloride of lime.

Apply with a sponge and rub lightly. Repeat until successful and burnish with a silk rag.

METAL POLISH:

A paste prepared by mixing one part of precipitated chalk with five parts of orthodichlorobenzene and applied with a cloth is said to be very effective for cleaning and polishing silverware and other metals in the home and for removing rain spots from nickel-plated automobile radiator shells. The compound may be mixed with other abrasives as absorbents to yield polishing pastes. Table utensils polished with such products should be dipped into boiling water before they are used again. The surface should always be brushed briskly with a brush if a white deposit dries in the crevices.

Signs, kick-plates, hose nozzles, etc., can be protected with clear brushing lacquer to avoid polishing and conserve time. The surface

after polishing with metal polish should be thoroughly cleansed with denatured alcohol and then highly burnished with a dry cloth before applying lacquer.

CLEANING WINDOWS:

Windows should always be clean, as even when slightly dirty, light is appreciably excluded. Borax or ammonia may be added to the water to facilitate cleaning. Apply with a pad made of burlap.

The coarseness of burlap aids in removing dirt from the outside of the glass. A softer cloth may be used inside. After the window has been cleaned with the moist burlap, wipe with a good clean chamois and burnish with a dirt-free wiping rag. A squeegee is usually employed on the first floor windows where the water is applied more generously.

A good window-washer should allow 10 minutes to a window of average size.

CLEANING WINDOW SHADES:

Directions for cleaning shades are given on page 274.

CARE OF EQUIPMENT

CHAPTER VIII

HEATING EQUIPMENT

ITS HISTORY AND CARE

Great strides in the economy of heating equipment have been made since the open fireplaces of our forefathers were in vogue. Ninety per cent of the heat of their fireplaces went up the chimney. Benjamin Franklin conceived the stove which heated a room more effectively, and he claimed that his invention of dampers to regulate the combustion was eight times as efficient as the open fireplace. The next step in our progress and the beginning of our hot air system of heating was the invention of the circulating heater. Placing a jacket around the stove caused a stream of hot air to arise from the enclosed area which distributed itself over a wider area and reduced the temperature in the immediate vicinity of the stove. The furnace was then placed in the cellar, and the heat was distributed through the home. This was a great forward step, but there were many drawbacks. The principal objections were that if a room was particularly draughty, or on the windward side of the house, the heat would be driven back. Also, the dust from the cellar was carried upstairs by the circulating air.

The next development was the radiator heating. The fire was placed in a boiler which was surrounded by a hollow chamber filled

with water. When the water boiled steam was generated which rose through the radiators. This positive flow of heat warmed the rooms, regardless of outside conditions. No dust or dirt came upstairs from the cellar. The air in the rooms was warmed to moderate temperatures and its normal moisture content was not burned out.

Some radiators are heated by hot water, but steam radiators may be smaller than hot water radiators and yet give off more heat, because the temperature of the steam radiators will exceed that of the water heaters. The exact temperature depends on the steam pressure in the radiators, but usually exceeds 212 degrees Fahrenheit, whereas hot water radiators have a temperature between 90 degrees and 180 degrees Fahrenheit. Radiators are generally placed under windows to allow the incoming cold air to mix with the rising warm air from the radiator, preventing cold draughts on the floor.

The heating engineers next directed their attention to the manner of heating the water for steam heat. The old fuel, wood or coal, with its inconvenience, smoke, and dirt, was succeeded by crude oil, which readily became the most popular source of heat. The need for an automatic, thermostatically controlled unit developed and Deisel oil-burning equipment resulted. Soon thereafter, as the expense of Deisel oil set up selling resistance, the engineers perfected an automatically controlled crude oil burner.

Natural gas, due to the development of immense fields of oil and gas wells, has become cheap enough to be used economically by apartment houses. It is clean, efficient and easily ignited, so that maintenance and electricity costs are low. Many are installing complete gas equipment, while others are converting their old oil-burning boilers into gas-fired units.

HEATING PLANT:

The heating equipment of your building probably constitutes the

major portion of your operating costs. There are several types of steam-heating plants, namely, those burning fuel oil, Deisel oil or natural gas. Some are served with city steam. The oil burner may be either automatically and thermostatically controlled or manually controlled. It may be a single unit or a two-unit plant. Fuel oil is about the cheapest fuel and by many considered the most satisfactory, although natural gas seems to be gaining in popularity. Some very large buildings are now served with the natural gas burners. The two-unit system contains a separate burner for steam and hot water. I consider this the more satisfactory, for in the event of a break-down of one or the other, service is not entirely discontinued. Then, too, there are many warm days when it is not desirable to have steam heat, and the water can be heated without the steam coming up. Even where the control is separate, it costs more to run a large boiler than two small ones.

Deisel oil is a more highly refined oil than fuel oil and costs much more than fuel oil. It is used principally in fully automatic burners, because a few years ago the automatic type did not function as well with fuel oil. There has been great depreciation on burners due to the tremendous strides made in their improvements in the last few years.

A great responsibility rests on the manager and janitor when the building contains a manually-controlled plant. The tenants can be lost very quickly if the janitor is not regular in his attention to the heat. If he gives an abundance of heat he is likely to allow it to run too long at a time, thus incurring large bills. So important is it that the janitor be regular that he should be made either to punch a time clock or "check in" with the manager.

A great many plants have been converted to gas since the advent of natural gas and its consequent reduction in price due to the elimination of servicing the burner and the reduction of the electric bill.

This is known as a conversion boiler. Conversion boilers are not so economical to operate as a regular gas heater, for they are about 5% less efficient, but it is said that reduced cost often results from the change, and it is a certainty that there is less noise and soot. If all the buildings in a given block burned gas, it is reasonable to suppose there would be a material reduction in cleaning charges on the furnished apartments in that block. There is also less service and upkeep on a gas burner, as the mechanism is simpler. Then, too, the electric charge is practically eliminated, for pilot lights make it unnecessary to use the electric spark, and the pressure from the gas mains forces the fuel into the burner.

OPERATION OF NATURAL GAS BURNERS:

Operators should see that a proper water level in the boilers is maintained at all times. In starting up boilers, always light pilots first, then turn on main gas valves on burners. Valves or cocks supplying the burner should always be on full when boilers are in operation. The automatic control equipment will adjust burner capacity in accordance with load carried. If pilot lights go out, proceed to relight as follows:

1. Make certain that burner shut-off valves and pilot control valves are turned off.
2. Open door of the furnace or boiler and wait five minutes.
3. Open pilot valves full and light the pilots. Adjust to 1¼-inch flame.
4. Close door of the furnace or boiler.
5. The main burners are then ready for operation.

Operators should see that burner lights are burning at all times when boilers are in operation to insure proper lighting of the main burners should the automatic control equipment cut off gas supply temporarily. Burner installation will be adjusted and serviced upon

user's request by the gas and electric company. If the above instructions are not posted in your boiler room, obtain a copy from the gas company and post therein.

If you have an intelligent janitor, proved beyond a doubt to be trustworthy and to have a sense of responsibility, you may entrust the care of the heating plant entirely to him, but it is your responsibility to avoid breakdowns and service calls, so it is well to check up on him occasionally anyway. Once a week you should personally see:

1. That the water in the boiler is at the proper level.
2. That the clock is registering correct time.
3. That it is wound (unless it is electric).
4. That it is set to operate equipment at proper hours (marked daylight and dark on the dial).
5. That some water has been drawn from the bottom of the boiler which would be indicated by the color of the water when valve is turned on.

Electric motors for oil burners should be protected from dust or ashes, and when the furnace room is being swept or cleaned they should be stopped and covered. Their bearings should be lubricated twice a month. Each burner should have manufacturer's instructions for lubrications and maintenance posted in the furnace room. If there are none, obtain instructions from a dealer and post them. If the left bearing of the motor is given six drops and the right bearing ten drops of heavy grade automobile engine oil twice a month it will probably suffice for most burners. If your oil burner uses fuel oil and is automatically controlled see that the strainer and nozzle are cleaned once a month. On a Diesel oil burner once every three months (some say every six months) is sufficient. On a manually controlled fuel oil burner, the janitor should wipe the nozzle each

day when he swings the burner away from the fire box. It is advisable to let the motor run about five minutes after shutting off the oil and before swinging back the burner as this will burn up the carbon that sometimes forms in the firebox. If your plant is equipped with an oil burner your janitor should report each week (or at regular intervals, depending on the amount of oil used and the size of your oil tank) as to the amount of oil in the tank. You should re-fill at the 12 inch level. Always keep a long stick or gauge rod about 1 inch in diameter in the furnace room for measuring oil. If it stands in a small can or bucket the oil will not stain the floor. The furnace room should be kept immaculate, as it is a great help in selling the building if it is so kept.

If the janitor will keep the asbestos coverings on the pipes and equipment white it will not only look better and impress the owner with his neatness, but preserve the coverings, as dust causes them to deteriorate. The asbestos coverings are painted with a cold water paint called Granito, which also acts as additional insulation and helps retain the heat.

If black smoke is issuing from your chimney and an unusual amount of soot is being deposited on the roof and surrounding property it indicates that the combustion is not correct and it should be immediately adjusted, otherwise there will be a great waste of fuel. The chimney should be cleaned at least once a year, as it is a fire hazard when dirty. Any defect in the smoke flue or pipe should be immediately corrected as fires sometimes result from a rusted flue.

It is well to check on your oil deliveries occasionally and see if the measurement is correct. This chart will aid in this and also show you at all times approximately how much oil is in the tank:

Gauge Rod Calibrations for Cylindrical Tanks Showing Number of Gallons of Oil in Tank at Various Inch Levels:

1500 Gallon Tank 60x120		750 Gallon Tank 52x84	
Inches	Gallons	Inches	Gallons
60	1468	52	772
57	1441	51	762
54	1392	48	744
51	1330	46	710
48	1259	42	668
45	1181	39	621
42	1098	36	570
39	1010	33	516
36	920	30	461
30	828	27	406
27	734	24	348
24	640	21	292
21	548	18	237
18	457	15	184
15	370	12	135
12	286	9	89
9	208	6	49
6	138	3	18
3	76		
	27		

Measure Your Oil Weekly — Re-Order at the 12-Inch Level

There are some oil companies who do the servicing of your burner and attend to the measuring of the oil, delivering when needed and lightening the manager's burden considerably. It is worth while to contract with them for this service. The oil tank should be cleaned about once a year. It is done free of charge by the oil company. It should be done immediately when the oil strainer clogs quickly after cleaning. This cleaning should be done once a month. Many heating contractors and engineers are today recommending compounds for cleaning the system, which contain no ingredients that can harm any part of the heating apparatus but which absorb the oil, dirt and any other matter that causes foaming or priming or

retards the formation of steam vapor. If compounds are used, care should be taken to assure yourself that the compound selected will not affect the free venting of air through the vent port of the air-valves due to chemical deposit. Dirt and oil present in the heating system are likely to prevent proper functioning of venting valves as the oil, scale or core sand may be carried up into the valve with steam or water. There are compounds which remove scale and rust and if care is taken in their selection and use they may be of benefit.

If some of your radiators are cold or your heating equipment is not functioning properly do not get excited and call the service man until you make a thorough investigation as to the cause; in fact, a well poised manager will always calmly ascertain the cause, if possible, of any interruption to the smooth operation of her establishment. *Always, before calling for service, check your plant as follows*:

1. Have you more than 9 inches of oil in tank?
2. Are your clocks running and on time?
3. Has the day and night dial been reversed?
4. Is thermostat set above room temperature?
5. Is the water in the boiler at the right level?
6. Is the low water switch set to stop burner?
7. Are any of the fuses blown out?
8. Has the burner stopped on account of steam pressure?
9. Have the hand switches been left open?
10. Is the air valve on the hot water tank operating?
11. Are the air valves on the radiators operating?
12. Have you pressed emergency switch?

In a thermostatically controlled plant the saving through nightly shut-down is negligible.

The most expensive result of neglect is a cracked section in the boiler due to the water level being too low. If the boiler is equipped

with an automatic low-water safety swtich, at an approximate cost of $45.00, it would minimize the risk considerably. It does not regulate the water-level but automatically disconnects the burner when water is too low or too high in the boiler.

Boiler insurance is strongly recommended on a boiler of uncertain age, but the safety switch is by far the best insurance. There are several of these devices on the market which can be installed for approximately $45, and on an automatically controlled burner the motor is disconnected, on either low water or pressure, besides turning out the fire when the water is too low; it does so when it becomes too full due to leakage in the water valve. On the manually operated plant it automatically disconnects the motor when the water is too low but of course it is of no effect when water is too high. The safety switch should always be provided with a clean-out valve, otherwise the little float may not operate properly.

City steam is furnished by the gas and electric company and is piped through the streets of the downtown section of the city. It requires no plant in the apartment house, just the pipe and valves and a meter. And how that meter works for its owners! It is far too expensive and the present rentals do not justify its use, particularly in that section which has been hit by obsolescence as well as the depression. As a result many hotels and apartment houses are installing their own equipment.

Familiarize yourself with heating and equipment. Go to the gas and electric company and learn all about gas burners, or visit some heating contractor's plant and tell him you are interested in oil burners. He will show you a completely equipped heating plant of the latest type. If you are living in an apartment house tell your janitor or manager that you are studying heating equipment and you may get valuable points right at home. Some owners know of the importance of a manager's familiarizing herself with heating equipment and often try to trip an applicant on some technical question about the heating apparatus.

RADIATORS:

Elsewhere in this book, I have suggested that radiators be painted with a flat coat of wall paint matching, if possible, the color of the wall. Shiny bronze, aluminum, or gold paint reduces the heat radiation by about 20%. If all your radiator coils do not heat evenly it is because the air valve is not functioning. The cold air must be released or the last coils will not heat. Tap the valve and that may release it so it will function, but if it continues to stick turn off the heat, remove the valve and soak it in gasoline overnight. Then wash it out by holding it under a faucet, shaking it several times to clear out the dirt. This should also be done if the valve sputters or whistles when the steam goes on in the morning. The radiator must be shut off while this is being done.

If the radiator hammers or knocks when the steam comes on try raising the end farthest from the shut-off valve, if it is a one pipe system, by placing several thicknesses of cardboard or paper or perhaps the bottom part of a coat hanger under it. When the steam goes off at night the water will then drain back through the steam pipe. The cause of this accumulation of water can usually be traced to the settlement of the building causing the radiator to be lower at the end farthest from the steam line, thus preventing the water from flowing back through the pipe.

A one-pipe gravity system has only one pipe connection to each radiator. Steam enters the radiators through this pipe and condenses into water which returns to the boiler through the same pipe. A sag permits the water to collect which interferes with the steam flow and causes a knock.

Never turn the radiator partially on or off. If this is done it causes condensation and the radiator is filled with water unless it is a two-pipe-system. It should always be completely on or off. If

radiators are turned off in vacant apartments or kept off for a great length of time they are apt to fill with water. Sometimes a valve will leak just a little and the steam escaping through it condenses, causing the radiator to fill with water and hammer or knock dreadfully when it is turned on. If this happens turn it off again and wait until the steam goes off at night; then turn on the radiator valve, and the water will drain off during the night. I do not advise turning off all the radiators in a vacant apartment. Turn on one or two, according to the size of the apartment, leaving on just enough to take the chill off so it will be comfortable when shown. I would certainly not leave them all on as the apartment gets overheated and wastes heat and smudges the walls unnecessarily.

There is a radiator on the market now of the concealed type that has long screws for legs. These may be raised or lowered at will so that the end of the radiator is always higher than at the valve, regardless of the settlement of the building. The concealed radiator is more attractive but the owner of the other type can console himself with the thought that he gets more heating efficiency. However, it is cheaper to lose some heat than have the walls smudged, and it is an extravagant manager who permits the walls to become discolored. If this occurs, never try to dust or wipe off the smudge with a cloth; that makes it permanent. Use wall-paper cleaner. Some recommend a Sheffield Sponge.

If you do not wish to spend the money for radiator covers place a piece of heavy cardboard over them and cover them with a piece of tapestry or silk, possibly some left-overs from your drapes, and you will find it almost as effective in preventing smudge as a cover. This smudge on the walls is caused by the heated air current rising and depositing dust against the wall. If the floor under the radiator is wiped off daily with a damp cloth the wall above the radiator will not become discolored so quickly.

Some interesting tests of radiator covers were made by the University of Illinois which brought to light the astonishing fact

that the common commercial type metal shield over the back and top of a radiator was more advantageous than a radiator without a shield, in that it produced more satisfactory air temperature conditions at breathing level accompanied by greater steam economy. As the air is deflected out into the room the distribution of the heat is more general. The cloth shield was most unsatisfactory from the standpoint of steam economy and air conditions and its use resulted in under-heated rooms. Its only recommendation is reduction of wall smudge.

REFRIGERATION

We all know electric refrigeration is a necessity in these days of electric appliances, because it is one of the many requirements to insure tenant satisfaction and the elimination of vacancies. You are interested in the type best suited for your needs. There are two distinct types of installations, namely individual and multiple.

INDIVIDUAL:

Individual is a separate and complete refrigerator and unit for each apartment and its chief attraction is that

(a) Each tenant assumes his own operating costs.
(b) Eliminates expense in vacant apartments as it can be turned off during a vacancy, defrosting individually.
(c) The owner may purchase just the amount of equipment for present needs and obtain a quantity discount for his apartments and stagger the payments.
(d) The individual unit always remains a quick convertible asset.

This last item is of particular advantage where the manager has a lease on a building in which the owner will not install refrigeration. If individual units are installed they can be removed at the expiration of the lease and the manager will not suffer from a great depreciation of their value.

MULTIPLE REFRIGERATION:

Multiple refrigeration is an installation of many units operated by

one motor in the basement. It is cheaper to install but the owner pays the operating costs. In the better type of boxes equipment may be installed for less than $100 per unit, and a short time ago I had bids as low as $40 per unit (not including boxes).

Because most builders expect to sell their property on completion and have no intention of operating it themselves, they seldom investigate the cost of operation of this equipment. Their selection is usually made on the price only, disregarding the quality or operation cost. Hence it is wise to be informed as to the efficiency of the plant.

Some of the more technical points should be discussed with a qualified engineer. There are many engineers who will gladly make a survey of your plant and give you instruction and suggestions free of charge, if you will call on them.

The installation must be adequate in size, properly installed, of correct mechanical design, and controlled by proper automatic controls, both for operation and for fire break-down emergencies. It must conform with the Safety Code of the city or state in which it is located. Unless an owner thoroughly understands the care and maintenance of electrical refrigeration regular periodic service should be maintained as proper lubrication and adjustment prevent large repair bills. This is as important with the refrigerator motor as it is with an automobile motor.

THE PLANT—COMPRESSOR AND MOTOR:

A complete check of the plant should be made to determine whether:

(a) The plant is of proper size and design.
(b) It requires more service than is usually required on similar plants.
(c) The power bill is nominal or excessive.
(d) Water cooled. Is monthly water bill excessive?

LUBRICATION AND CLEANING:

Motor should be oiled and cleaned once every three months.

Refrigerant pressure should be tested semi-annually by a service man to insure proper refrigeration efficiency.

The motor brushes should be cleaned semi-annually to prevent fire hazard from motor sparks. The oily dust accumulates and is very apt to catch fire and ruin your motor. If it is not kept clean and a fire occurs you will be unable to collect insurance on this item, as the motor is not covered, except by special endorsement.

BELT:

Any new belt will stretch a little after it has run a few weeks. The tension should then be adjusted again. The correct tension of a belt is important and should not be left to inexperienced persons. On compressors equipped with two belts it is bad practice to install one belt at a time, as the new belt will take all the load until it is stretched. Above all, never use a wrong size belt or a cheap one, as it will be expensive in the long run.

THE SYSTEM:

You should ascertain whether:

(a) The refrigerators are of proper design and insulation.
(b) The doors fit properly or are warped. (I suggested that this be tested by closing the door on a piece of paper and if the paper can be withdrawn without tearing, there is a leakage which should be corrected at once.)
(c) The proper temperature of approximately 45 degrees Fahrenheit is being maintained. (Be sure your thermometer is accurate before making the test.)

THE OPERATION:

(a) A multiple plant should be defrosted weekly by an appointed attendant, usually the janitor. There should be a certain day for defrosting, and the tenants should be notified of the day the defrosting will be done. Some owners place a sign in the lower hall stating "Your refrigerator will be defrosted tonight." Others have a notice

posted on the inside of the refrigerator door stating that "the refrigerator will be defrosted every Friday night," or whenever it is done. I suggest Friday as a logical day for defrosting for then the box is clean for the week-end shopping, and Saturday is usually a good day for the cleaning of the box. On Monday and Tuesday the tenant is apt to have left-overs from Sunday, and if defrosting is done on those days it will cause spoilage. In the more expensive buildings where none of the women tenants are employed, Monday may be better as there is usually much entertaining the latter part of the week.

The notice might also suggest that the ice trays be emptied and washed after defrosting. Frost should always be removed weekly or the ice trays will freeze solidly. Frost is an insulator and a thick wall of frost means that you are not getting efficiency from your refrigerator, and your electric bill will be higher than necessary. If the trays are filled with hot water occasionally it melts any oil off the coils and aids in removing odors. Notices containing much valuable information may be obtained gratis from some of the refrigerator service firms. The drip pan should be in place at time of defrosting, and trays and pan emptied after defrosting. In vacant apartments ice trays should be removed and emptied during defrosting. Six hours is usually long enough for defrosting once a week.

Automatic defrosting may be accomplished by installing an electric time switch to shut down the compressor about three hours every night. It is said this will keep the freezing coil free of frost and the transfer of odors from one food to another will not be so great.

Hot water is relatively free from dissolved gases and minerals; hence it freezes quickly. If in a hurry for ice, fill ice trays with hot water.

(b) Coils should be cleaned by tenants after every defrosting to eliminate food odors. This is not easy to do but the best results are obtained by wiping with warm water containing one tablespoon of baking soda to each quart of water. This solution is better for cleaning the entire box than soap and water, as soap leaves an odor.
(c) Tenants should be instructed to properly remove ice trays when frozen to coils or there may be serious refrigerant leaks. The easiest way to avoid this condition is by wiping the shelf and the bottom of the tray when refilled. A little salt or oil rubbed on the shelf will also prevent freezing. If the tray does freeze to the coils or shelf do not use a sharp instrument to remove it. Pouring hot water on the shelf or placing a hot towel under the unit is the only safe way.
(d) If the box is not completely defrosted and the coils not cleaned, bad odors will remain in the refrigerator, as most of the frost is moisture taken from the articles inside. The reason frost is allowed to remain on pipes in commercial plants in show windows is because the frost attracts attention and there is not so much evaporation of the water in the meat, etc., when the pipes are insulated by frost. If all liquids and foods containing moisture or odor are kept covered the frost and odor will not accumulate so quickly.

If your refrigeration stops, or does not function properly, before you send for the service man, check up as follows:

1. Be sure that it has not stopped normally as it is only supposed to run half the time. The thermometer will soon tell if it is normal.
2. See that all switches are closed. Sometimes switches are opened in passageways by malicious persons.
3. It may be that a fuse is blown. If so the Electric Company will send a man out, gratis.
4. If the door of one refrigerator on a multiple system is left open all the other refrigerators will be too cold and freeze the food.

Before sending for a service man to adjust the fluid make a check of the other apartments to see if an open door can be located.

If the trouble is due to none of these causes, 'phone for your service man.

A great many service calls come from oil-logged frost units. A frost unit is sometimes oil-logged if it stands covered with moisture instead of frost, and may respond if you fill the lower ice tray full of hot water and put it in place. In some cabinets you can fill the drip pan with hot water and place it under the coils so that the bottom of the tubes are in hot water for a few minutes. If this does not rectify the situation you need a service man.

If you have a refrigerator in which it seems impossible to eliminate the odor, there is a deodorant on the market which is very effective. If you place it in the box it will be possible to place cantaloupes or other odoriferous food in the box without their odors permeating other food. Placing some borax on the top shelf is said to reduce the odor.

If you have a plant in which the individual units cannot be disconnected the manager should make the rounds of all vacancies after every defrosting and empty the drip pans. It certainly creates a bad reaction to show your refrigeration to a prospective guest and have her see an overflowing pan. I have shown apartments in one building and found the floor wet and discolored from overflowing pans, proving long vacancy and careless management.

If a refrigerator motor is kept in an unlocked garage or basement it is likely to be stolen. Many owners have found too late that the tenants or janitor left the garage door open and the refrigerator motor disappeared. If there is a possibility of such an occurrence it should be corrected.

ELEVATORS

In view of the fact that a burnt-out motor of an elevator in a seven story building would cost about $150 to repair, it is a piece of equipment worthy of attention and care. The average manager does not know and oftentimes does not seem to care whether she could have avoided this expensive repair or not.

There is an overload relay that will break the current before the motor burns out, thus aiding to reduce the possibility of a burnt out motor. Over a 20 year period, the average cost of current, depreciation and repair is about $30.00 per month in a seven story building. This does not include inspection or insurance. Fifteen hundred pounds is the standard weight carried by the average apartment house elevator. It is a common fallacy that the approval by an insurance company of an elevator indicates that the elevator is in good condition. Insurance companies are not interested in the condition of the mechanism but only in the safety features. The mechanical parts may be almost worn out and still not be a menace from a safety standpoint. In buying or leasing a building make your offer to purchase or lease "subject to the Industrial Accident Commission's reporting the elevator in good condition." The cost for inspection is only $3.00 per elevator. The insurance company might give such a report on promise of elevator insurance. Every elevator should have an overload protection, and an automatic door closer which can be installed for approximately $50.00. An automatic closer and opener is much more expensive, costing from $400 to $500. Changing an old car with switch to an automatic is also expensive, costing on a 9 stop job $1200 to $1500.

One would hardly realize how expensive an inexperienced or careless elevator man may be. Starting an elevator once uses as much current as it takes to raise the car four floors. False starts are very costly. I once observed an old man take a car up 10 floors and at

each floor he stopped first too high and then too low, making 30 starts instead of 10 on one run or 20 stops more than necessary and using enough current to take the car up eight times. At the end of one month he would have used enough juice to carry eight elevators instead of one. That man should have paid the building owners instead of them paying him.

The brushes on an elevator should be kept clean, for if they are dirty enough to spark excessively they may cause interference on tenants' radios. Some of the latest type apartment house elevators do not have brushes as they are on alternating current.

If your automatic elevator does not stop at proper level or if any unusual noises are heard it should be immediately reported, as something may be radically wrong and the cost of repair will be greater if neglected. However, if the load on an automatic elevator is unusually heavy, that may cause an incorrect landing. Varying weights make the landings vary somewhat. Before calling your service man, if the elevator is out of order check the following:

1. Close all elevator doors.
2. Power may be off in entire building.
3. Determine whether switch has been thrown by mischievous or malicious persons.

If none of above causes are responsible, throw off switch immediately to protect the motor and send for the service man.

STOVES

There is no piece of equipment which can cause a housewife more dissatisfaction than a poorly functioning stove. If a stove has a weak gas flow supplying the burner it is a constant irritation to the tenant and makes cooking difficult. Call the gas company and it will either correct it for you gratis or tell you the cause of the trouble.

If the burner is clogged a small reamer will correct it. If the burner needs adjusting it may be corrected by loosening a screw near the handle and enlarging the air opening.

There is no excuse for a dirty, unattractive stove. When a tenant moves out the stove should be cleaned until it is immaculate. If the broiler or oven has burnt grease on it an old safety razor blade may quickly remove it. If there is nickel or chromium trimming on the stove it should be made to shine.

If you have electric stoves warn the tenant against allowing anything to boil over or trying to clean the elements with a fork or sharp instrument, for such a method is harmful to them. If the liquid boils out of an aluminum sauce pan, the pan is apt to melt and ruin the element. After the tenant has to replace an element she will be more careful. An electric stove costs approximately twice as much to operate as a gas stove.

Sometimes the burners of a gas stove are so greasy it seems hopeless to try to clean them. Tri-sodium phosphate is used by restaurants and is very effective, but if you have none try boiling them in washing soda and they will be improved. An easier method is to light the broiler and place the burner in it, letting the grease burn off. This takes a little time and gas but it is easier than the other way. It can burn while the rest of the kitchen is being cleaned.

I also clean hopelessly burned aluminum ware by placing it over a gas flame. However, the vessel must be carefully watched to

prevent it from melting. It may loosen the rivets in the handles but they can be easily hammered down again.

I would like to impress upon you the importance of having ovens vented. The law compels the venting of gas stoves but sometimes the electric stoves are not vented. I would not use such a stove.

I have always stressed the advantage of making utilities inconspicuous and I think that a stove pipe and the flange or collar that covers the chimney opening should be painted the same color as the wall behind it. A heat-resistant paint is suggested.

If your kitchen is short of cabinet space have a cabinet made to fit your stove and place the stove on it after removing the legs. Any mill will make one at small cost.

BEDS

In an apartment building there is one piece of equipment that affects tenants' comfort more than all other equipment combined. It is the wall bed, upon which they sleep approximately eight hours every night of the year. Due to this constant service beds are very likely to be the first piece of equipment to become worn out, uncomfortable, and in need of replacement.

Restful, comfortable sleep is such a necessity that tenants will not tolerate uncomfortable sleeping equipment. To lose a tenant without making every reasonable effort to satisfy them is poor management.

Many of the older apartment buildings are still operating with their original wall bed equipment and is a serious handicap to the success of the house. These early beds were crude designs, cumbersome to operate, and years of daily operation have destroyed their comfort and the ease with which the average woman can raise and lower them. A complaint received about such equipment should receive the personal attention of the manager. Too frequently such complaints are turned over to the house mechanic, who does the best he can, but fails to satisfy the tenant, and often a vacancy results.

The following are a few suggestions that may prove helpful to managers:

Many of the older type beds were made with a link fabric spring which today, due to constant usage, has stretched. It is possible with this type of spring to cut the links and restretch the fabric to overcome a sagging or hammock effect.

Many managers receive requests for a coil spring bed, and manufacturers are prepared to furnish coil springs for the older model of wall beds.

Frequently tenants complain that their bed is too heavy to lift. Most wall beds have adjustable spring counterbalances on them. Frequently a spring or two added to a bed will overcome this complaint.

When a vacancy occurs it is well to have the house mechanic check over the mechanical parts of the wall bed to assure himself that all nuts and screws are tight, and to place a little oil on operating parts. This will do much to prolong the life of the bed.

There are various types of coil springs made; some are single, others double deck. This expression, "double deck," refers to a center tie to hold the coil in a vertical position, and is usually found on the deeper coil springs. A deep coil should always have a center tie. A good, well designed single deck coil spring is to be preferred to a cheap "double deck." If a coil is over 6½ inches in depth, the possibility of the "shimmying" or "swaying" is increased.

The use of inner spring mattresses oftentimes minimizes the discomfort of link fabric springs. However, these mattresses weigh fifteen to twenty pounds more than a cotton mattress, and unless the additional weight may be counterbalanced by the bed mechanism, the bed may be too heavy to lift. Spring mattresses are available at various prices and of various makes and inner construction. Some will give good service on wall beds and others will not. On a wall bed they are raised on end and gripped by mattress clamps at one end. The weight of the suspended mattress eventually tears the coils loose from their anchorage, and the comfort of the mattress is soon de-

stroyed. Be sure to investigate the inner construction of a spring mattress which, if well selected, should last ten years.

There are several types of inner construction and they should be checked for the following qualities:

comfort	flexibility	durability
conformability	noiselessness	springiness
	tailoring	

Charles D. Karr of the Master Bedding Makers says conformability is unquestionably the most important element that a spring construction can provide. But a mattress is not truly comfortable, even though it is conformable, if the spring construction is wobbly or noisy, or if it has a tendency to become uneven in use.

Some springs have cloth-covered spring units; that is, each coil encased in a cloth cover. This is called Marshal construction and if not carefully made the cloth will wear out prematurely. Great care should be exercised in the purchase of this type, as there are some that are well made and will give satisfactory wear.

The Bonnell type unit is the least desirable. It is all steel construction, employing helical coil of large diameter and wide pitch. Round-end springs put together with helical coil are usually noisy.

When buying a mattress it is advisable to insist on seeing a section of the construction. Distributors usually have sections with the construction exposed so that one can see what one is buying. The first layer above the coils is usually composed of the long sisal fibres which are tough and enduring. The next layer is cotton bat and the quality of this cotton determines to a great degree the life and comfort of the mattress. You should assure yourself that the cotton felt has long fibres. If it has very short fibres it is a poor grade of cotton and will soon become lumpy. The length of the fibres and their cleanliness establish the grade of cotton linters. Therefore, the pure white first linters (the longest fibres which cling to the cottonseed after the

spinning fibres have been removed) and the kind you should demand in your mattresses.

The mattress should be at least six inches thick. The covering should be of stout and durable ticking or cotton damask with woven-in design. The colors should be fast. Test art ticking to assure yourself that the color is fast. This can be done by washing a sample.

As proper tufting adds so much to the length of the life of mattresses, the tufts should be close together, not more than seven to twelve inches apart.

It is impossible to have a neat appearing bed if the edges are not firm. As the edges get the most wear, careful attention should be given to them. Insist upon reinforced or Imperial edges. A mattress containing inner springs should *never* be folded or rolled. Insist upon the janitor or mover carrying them flat. It is therefore important that handles be sewn on the sides.

Some interesting discoveries have recently been made about sleep. One may awaken rested or tired according to the comfort of his repose. If there is any physical discomfort a sleeper may turn over two hundred times, and in consequence awaken very tried, although having slept soundly. A comfortable sleeper will turn normally from thirty-five to seventy-five times during the night and will awaken refreshed and happy. It is therefore of the utmost importance that a hotel or apartment house provides its guests with a comfortable bed. They will doubtless find they have better-natured and more satisfied guests and their vacancy average will be reduced. For further information on selecting a mattress see chapter on Purchasing Supplies.

FLOORS AND FLOOR COVERINGS

CHAPTER IX

HARDWOOD FLOORS:

Floors and floor coverings comprise almost half of the square foot area of the surface forming the background of your furnishings, and as a rule, are the most abused and neglected part of the room. The part they play in your decoration is more important than that of the walls. You will employ a competent painter to decorate your walls and permit an ignorant houseboy to experiment with your floors. It has been said that floors can be gracious, welcoming and cheerful, and make homes out of houses. The floor naturally gets more knocks and abuse than any other part of the room and should be carefully and properly prepared and rejuvenated to make it last long and look well. No matter how much polish you put on it, the effects of improper usage and treatment will show through it.

The most common form of abuse and mistreatment is the practice of washing hardwood floors with soap and water. The kiln drying process to which hardwood flooring is subjected removes all the moisture, prevents shrinkage and leaves the natural resinous properties of the wood intact. When water is used for cleaning, part of it is absorbed by the floor, and it also washes out the resinous properties from the wood and causes an uneven swelling of the grain. Absorption of the water causes the surface to crack, and the loss of the resinous quality causes a warped, drab appearance. You

have seen a constantly scrubbed shelf or floor and noted the unevenness of the grain of the wood. The hard grain resists the scrubbing and the soft grain washes away. The same thing happens to the hardwood floor if it is washed with water.

Another serious mistake is cleaning the floor with gasoline. It is kinder to your floors than water but it is a very hazardous proceeding. Friction or contact of the steel wool with the floor or base electric outlet have caused some very serious fires when gasoline has been used. The best cleaner is a chemical called "Stoddard Solvent," sold by many gas stations at about 25c per gallon, which is non-inflammable and dries quickly. It is said to be composed of paraffine-hydro carbon and carbon-tetrachloride and is used extensively in dry cleaning. If it is placed in very hot water until heated it is more effective. It is cheaper if purchased in drums.

Very stubborn stains or discolorations may be bleached out in many cases with a solution made by dissolving 1 teaspoon of oxalic acid in 1 cup of hot water (1 ounce to 1 pint or 1 pound to 2 gallons). Wear rubber gloves when applying it and use a stiff scrubbing brush. This liquid, which is poisonous and must be carefully handled, is spread on the wood and allowed to stand overnight or until stains disappear. Never use lye as it burns the wood black and ruins the surface permanently.

After treating the floor with acid it is important to rinse the floor with vinegar to neutralize the acid. (1 cup of vinegar to 3 gallons of water.) After rinsing dry-mop thoroughly. It may be necessary to apply a second time, but it is most important to thoroughly remove the acid with acetic acid bath.

There are some stains that are permanent, particularly body fluids. When they are present it is usually necessary to replace a portion of the floor. However, before doing this try: Clorox, peroxide or the hot oxalic acid solution.

If the hardwood has been long exposed to weather, so that an oxalic acid solution will not restore it try dissolving metallic zinc

strips in hydrochloric acid—1 ounce to 1 pint of acid—add 1 quart of water and apply to the discolored wood. If one bath is insufficient repeat. After it has dried rinse thoroughly with vinegar solution (acetic acid) as directed previously. The floor when thoroughly dry (after about 72 hours) may be stained, varnished, oiled or painted as though it were new.

Oil and oily furniture polishes are very unsatisfactory. They are like sedatives to a human, their relief is only temporary and the next day the condition is worse than before. (U. S. Government Bulletin): "Oil softens the wax and should never be used on it in any way." The oil is only a dust-catcher, a snare and a delusion, and darkens and burns the floor and the stain is liable to go deep into the wood. An oiled floor that has become dark and grimy with use may be renovated by applying a coat of varnish remover as described herein, and then bleaching it with a strong solution of oxalic acid before a new finish is applied.

Waxed or varnished floors eventually acquire a dirt film, like the road film on your automobile, and periodically it should be removed in order that they will polish effectively. When floors are hopelessly marred the entire finish should be removed by alcohol, varnish-remover or turpentine and steel wool or pumice, whichever is indicated by the type of previous finish. (If the latter is used it should be applied carefully with overlapping strokes and with the grain of the wood, so the marks will not show.)

Either a new floor, or an old one, from which all the previous finish has been removed, should be treated as follows:

1. Remove all dirt, stains or former finish.
2. Make floor perfectly smooth.
3. Apply stain (dark walnut preferably).
4. Apply paste filler.
5. Shellac (one coat).
6. Apply floor wax (two thin coats).
7. Polish to high gloss.

1. The first process of removing all dirt, stains or former finish is the most important operation. If this is not thoroughly done the results of the remaining treatments will be unsatisfactory. Every streak of varnish or shellac which is not removed will be much more conspicuous after the stain and wax are applied. Scrutinize the floor carefully for any shiny streaks of varnish or shellac.

Wash the floors very clean, with solvent applied briskly with a good scrubbing brush or No. 2 steel wool. Give the solvent time to soften the wax and loosen the dirt and then pick up immediately with clean rags or cotton waste or better still, remove with a squeegee. The secret of success lies in preventing re-absorption by the wood of the soiled solvent. It must be removed immediately when it has loosened the dirt. If the solvent is heated by setting it in a pan of hot water, it is much more effective. Care must be taken to keep the solvent away from the flame.

Remove water-marks or other stains with a hot oxalic acid solution. Removing varnish or paint from the floors with chemicals is hard work and must be done carefully or the finish on baseboards and mouldings will be spoiled. Commercial varnish and paint removers may be bought but are rather expensive. Satisfactory removers may be mixed at home. The following mixture (U. S. Bulletin) dissolves varnish quickly without darkening the wood or raising the grain. Any remover containing water is not recommended.

VARNISH REMOVER

4 parts benzol
3 parts amyl acetate of fusel oil } 1 part carbon tetrachloride or chloroform

After this mixture has been applied to the wood and allowed to stand for a few minutes, the old varnish may be scraped or rubbed off with a dull knife, steel wool, or excelsior. This varnish remover and others of this type should be used only where there is good ventilation and no open flame of any kind, for they contain anaesthetic

and inflammable materials. Another method is flooding a small area with denatured alcohol and scouring with steel wool.

2. If this does not render the floor sufficiently uniform and spotless and smooth for staining and refinishing the only recourse is to rent a sanding machine and remove the entire surface. If the hopelessly marred area is small it may be successfully sandpapered by hand.

3. Oil stains may be bought ready mixed, or some of the simple ones can be made at home. In any case, before using, the stain should be tested on an inconspicuous part of the floor or on a sample of the same kind of wood. If the color is too intense, the stain should be diluted with the kind of solvent with which it is mixed or with other suitable liquid. For example, an oil stain may be diluted with turpentine, and a water stain with water.

The following formulas have been tested by the Bureau of Chemistry of the United States Government.

HOME-MADE FLOOR STAINS

NO. 1

1¼ ounces pulverized gilsonite 1 quart turpentine

This is a brown stain that can be used on either softwoods or hardwoods.

No. 2

½ pound raw sienna (ground in oil) ½ pint ground Japan drier
2 ounces raw umber (ground in oil) 1 pint turpentine
1 pint boiled linseed oil

Putting these materials into a bottle and shaking vigorously is perhaps the best way of mixing this stain. It has been found to give excellent results on oak.

I suggest a dark walnut stain be applied as it is newer and smarter and provides a more attractive background for rugs and furnishings.

Oil stains will be absorbed more evenly by pine or maple floors

if the wood is first coated with a mixture of 3 parts turpentine and 1 part linseed oil and the surface sandpapered with No. 1½ sandpaper after it is dry.

Stains should be applied rather thinly with a clean brush or a sponge with even strokes taken parallel to the grain of the wood. Care should be taken not to let the strokes overlap. Oil stains should be allowed to set for a few minutes and the surface then wiped with a soft cloth or cotton waste. Two coats of light stain generally give a better effect than one coat of heavy stain. In general, one gallon of oil stain will coat about 400 square feet of floor once, depending of course, on the depth of color desired and the texture of the wood.

After a floor is stained, it should be allowed to dry for at least 24 hours, and kept dust-free. When thoroughly dry it should be polished with a weighted brush covered with carpet after which it is ready for the filler and wax or varnish.

Some of the very porous woods may be filled and stained at the same time by combining the stain and the filler, but generally a better effect is obtained by applying them separately.

4. After the first coat of finish (stain) has been applied and allowed to dry, cracks and holes should be filled with crack filler colored to match the floor.

(U. S. Government): Various kinds of crack fillers are used, but a simple and satisfactory one may be made of genuine whiting and linseed oil putty into which is thoroughly worked about 10% of dry white lead and coloring matter to match the floor. Before applying, stripe cracks with linseed oil. It should then be firmly pressed into the small cracks and nail holes.

The best paste fillers are made of "silex" (silica), linseed oil, turpentine, japan, and coloring matter to match the wood.

A filler should be about the consistency of thick varnish when

applied. If too thick, it can be thinned with turpentine for use on natural-colored woods, or with boiled linseed oil on stained woods. After the floor has been dusted the filler is generously applied lengthwise of the grain with a clean stiff brush. This coating is allowed to set for 15 to 20 minutes, or until it turns gray, and is then rubbed in with cotton waste or burlap crosswise, not lengthwise, of the grain. A coarser material will drag the filler out of the pores instead of forcing it in. Several days later the floor is rubbed smooth with No. O. sandpaper slightly dampened on the back. Ordinary oak will take up about 5 pounds of filler to 250 square feet of floor. If a very high polish is desired, a second coat of filler containing less oil and more turpentine may be applied and rubbed down as in the first case.

5. A pure shellac varnish, made by dissolving gum shellac in alcohol is recommended for sealing the pores of the wood before applying the wax.

Shellac consists of gum dissolved in alcohol, and owing to the fact that it leaves a thin, brittle film when the alcohol evaporates which cracks and chips easily, it is totally unsatisfactory for floors. It should only be used on new floors, after the stain is applied, as it seals the pores of the new wood thus retaining the natural sap and oil and preventing them from coming through to spoil the finish. One coat is sufficient and it may be used on old floors after all previous finish has been removed. Liquid lacquer is better but more costly.

(U. S. Government): Varnishes are roughly classified into two groups, spirit and oil. The spirit varnishes are made by dissolving a resinous substance, such as gum shellac, in alcohol or some other volatile liqiud. Then dry quickly, leaving a hard, brittle coating on the wood, and with the exception of shellac varnish, are not commonly used on floors. As varnish "paths" and is difficult to remove it is not recommended for hardwood floors, except in closets. If

closet floors are kept well varnished and cracks filled the moth hazard is reduced.

SHELLAC VARNISH:

2 pounds gum shellac
½ pound castor oil
1 gallon alcohol, denatured.

Put these ingredients into a well-stoppered bottle in a warm place, and shake the mixture frequently until the shellac is dissolved. The alcohol should contain not more than 5% of water, and care should be taken not to drop any water into it as it is being mixed with the dry shellac. The castor oil aids in making the varnish flexible and less brittle when dry, but may be omitted; in that case, the quantity of gum shellac should be increased to 2½ pounds. If too thick, this varnish may be thinned by the addition of more alcohol. (See chapter on paint.)

When a new or refinished floor is being prepared for waxing one very thin coat of shellac should be applied as a thick coat is apt to crack or peel, necessitating a complete refinishing.

If varnish is used instead of wax it should be an elastic varnish containing much oil and made especially for floors. Water-resistant spar varnish is recommended. Waxed floors are easier to renew but but wax may be applied over varnished floors.

6. Apply one coat of good floor wax, let dry 15 to 20 minutes (rub lightly with finger tips and if wax "balls up" it is not sufficiently dry), then polish. Applying too much wax at one time is a common mistake.

Put on another coat of wax and let dry 15 to 20 minutes.

Floor polishes may be roughly classified as pastes (the so-called floor waxes) and liquids (suspensions or emulsions) frequently called "Liquid Waxes." The liquid polishes, which are easier of application, usually contain the same materials as the pastes but have a larger

proportion of oil. In addition, they may contain water, limewater, potassium carbonate, etc.

In making either of the following waxes (U. S. Government) be very careful to heat only by setting the vessel containing the waxes in hot water and to have no flames in the room.

WAX No. 1 (Preferred):

Material	Parts by weight
Carnauba wax	2
Ceresin	2
Turpentine	3
Gasoline (specific gravity about 0.73)	3

Mix the waxes by heating in a vessel placed in hot water, add the turpentine and gasoline and cool the mixture as rapidly as possible, while vigorously stirring to produce a smooth creamy wax.

This is preferred to No. 2, owing to the hardness of the wax. Carnauba wax is of vegetable origin and is found on leaves of a Brazilian palm and melts at 180 to 185 degrees F. and is not soluble in water. Ceresin is a mineral wax (not paraffine wax) and melts at 145 degrees.

Material	Parts by weight
Turpentine	1 pint
Beeswax	4 ounces
Aqua ammonia (10 per cent. strength)	3 ounces
Water	About 1 pint

Mix the beeswax and turpentine and heat them by placing the vessel in hot water until the beeswax dissolves. Remove the mixture from the source of heat, add the ammonia and the water and stir vigorously until the mass becomes creamy. This wax should be applied lightly on varnished or shellacked floors and any excess wiped off at once, as the ammonia may attack the varnish or shellac. When this wax is used on unfinished oak flooring the ammonia may cause a slight darkening of the wood.

Wax should be applied in very thin coats. When wax becomes sticky on a surface it is usually due to the fact that it was applied too heavily and not allowed to dry out properly before polishing. It may also be that the floor was originally treated with oil or an oily polish of some kind which was not thoroughly removed before the wax was applied.

7. Floor should be thoroughly rubbed to a high gloss with a heavy waxing brush, a heavy block wrapped in carpet, or good electric floor polisher. There are some very simple machines on the market which clean, wax, and polish floors with little effort on the part of the operator. This should be done every six months. (U. S. Government): "Under moderate use a floor needs rewaxing only 2 or 3 times a year."

Even though the floor is covered with rugs and appears to be in good condition it should be waxed semi-annually, as the dust and grit gets under the rug and friction, caused by walking, will scour the finish off the floor unless prevented by the wax.

The space in front of the doors or other spots where the traffic is heavy, or wherever the wax wears off, should be repolished monthly. Four or five ounces of good wax is sufficient for the average sized floor.

There is a liquid wax on the market which may be used on new floors and is said to be better than shellac for that purpose. However, it is not to be used in place of paste wax, as the latter contains five times as much wax as the liquid, consequently it lasts five times as long.

However, it has less body and may be applied in thinner coats. It is excellent for repolishing a spot.

Good broad casters, glass protectors on heavy furniture, are good insurance for your floors, as the marks caused by casters are difficult to restore. Rubber tips or covers should be placed on the legs of the wall beds as a protection to the floors or floor-coverings as well as for the elimination of noise.

Window sills, base-boards, cross-bars, door casings, and stiles may be kept preserved if a coat of good floor wax is applied and polished and they will be easily kept free from finger marks and dust. It is almost as effective as a coat of varnish.

If the front door is exposed to the heat of the sun, apply two coats of floor wax and the varnish will be indefinitely preserved. As it takes 180 degrees of heat to affect a good wax, splendid results are obtained.

As good brushes should always be used to obtain good work in applying paint or varnish it is important that they should be given proper care. A varnish brush may be kept in the varnish in which it is used or in case of shellac varnish, in alcohol; but brushes used in oil paint and oil stain, unless they are to be used again within a few days, should be thoroughly washed in turpentine or kerosene, rinsed in gasoline or benzine, washed again in warm soapsuds, thoroughly shaken, and hung up to dry with the bristles down. Paint brushes that are to be used again the next day may simply be wrapped in several thicknesses of paper, or they may be kept for several days with the bristles submerged in turpentine or kerosene. If kerosene is used the brush must be shaken and rinsed in turpentine before it is put into paint again. Brushes used in water stain may be washed and rinsed in clean water.

All rags or cotton waste used in applying floor wax or furniture polish should be immediately destroyed or placed in earthenware containers, as otherwise there is serious danger from spontaneous combustion.

SUGGESTED METHODS OF REMOVING STAINS FROM WOODS

ACID:

In general, acid stains are particularly difficult to remove since they penetrate the wood. Strong alkaline solutions such as ammonia or chlorine tend to neutralize the effect of acid. The best method

is to resand the wood thoroughly removing all traces of the stains. Wash thoroughly, removing all traces of the stains. Wash thoroughly before sanding.

ALKALINE:

Alkaline stains may be treated with such acids as acetic (vinegar) to neutralize the effect of the acid. Wash thoroughly.

BLOOD:

Wash stains thoroughly with cold water. Stain can often be removed by using chloroform or hydrogen peroxide.

CANDLEGREASE:

May be removed by using chloroform or gasoline. Wash thoroughly.

CANDY:

Wash thoroughly.

CHLORINE:

Neutralize stains with acetic acid. Wash thoroughly.

COFFEE:

Wash with hot water, follow by using a potassium permanganate solution. To remove this stain, rub thoroughly with a solution of one part acetic acid, one part peroxide, repeat until potassium stain and original stain are removed. Wash and if not removed, resand.

DYES:

Dye stains are particularly difficult to remove and treatment depends largely upon type of stain. Alcohol and oxalic acid solutions may be used.

FRUIT:

See Coffee.

GRASS STAINS:

See Coffee.

IODINE:

Iodine solutions are difficult to remove, alcohol will remove most

of the stains. It may be necessary to resand in order to remove stain.

INK:

Dissolve two to four tablespoons of bioxolate of potash in one pint of boiling water, rub thoroughly and wash to neutralize acid. If stain persists, try two or three drops of carbolic acid, followed by wood alcohol, wash again. The potassium permanganate method used for coffee stains may also be tried.

LACQUER:

If fresh, can be removed by using alcohol. Any of the standard paint removers can be used for old type lacquer stains.

LIQUOR:

See Coffee.

MEDICINE:

See Iodine.

MILDEW:

If not stained too deeply can be removed with hand soap. Chlorine solutions or acetic acid may be helpful.

PAINT:

Paint stains if fresh may be removed by using turpentine or carbon tetrachloride. Old paint may be removed by using standard paint remover.

RUST:

See Ink.

SOOT:

Treat with ether and wash thoroughly.

TAR:

Tar can generally be removed by treating with gasoline or benzine. Wash thoroughly. May be removed by using alcohol or turpentine. For old stains treat with standard varnish remover.

WAX:

See Candlegrease.

WINE:

See Coffee.

LINOLEUM

Linoleum is composed of wood flour, ground cork and linseed oil and should be treated as carefully as hardwood floors. Shellac, varnish or oil should *never* be used on linoleum or rubber tile. The only time oil may be safely recommended is when old linoleum has grown hard and lifeless and shows many hair-like cracks. An application of equal parts of raw or boiled linseed oil and turpentine applied at night and the surplus removed the next morning will soften and revive it considerably. Then wax and polish.

There is a clear brushing lacquer prepared especially for linoleum that is the best application and may be purchased from stores handling linoleum. A gallon covers about 35 square yards and sets in about 15 minutes, but the floor cannot be used for about five hours.

Linoleum should never be laid on a rough floor. The floor should be smoothly sanded and felt paper laid first before the linoleum. It is, of course, best to have the linoleum cemented to the floor as it will lay smoother, last longer, is easier to keep clean, and is more sanitary. If you are one of the unfortunate owners of an apartment house in which the shortsighted builder has failed to use a good grade of tongue and groove flooring and has used 1x6 boards instead, the cheapest remedy is to cover the floor with sheets of steel, for a rough uneven floor will always be an annoyance as well as an expense.

Linoleum may be cemented at the seams and edges directly to a wood floor or cemented down firmly over a layer of deadening felt paper that has itself been pasted to the floor. Some manufacturers and dealers furnish printed directions for this method. The cement used should be water-proof and contain no silicate of soda (water glass) because this is injurious to the linoleum when moisture comes in contact with it. The following cement may be made at home:

LINOLEUM CEMENT:

Hydrochloric acid	1	part
Glue	6	parts
Zinc surphate	1¼	parts

Soak the glue in 16 parts of hot water, add other ingredients and boil the mixture for several hours. Apply to the floor and to the back of the linoleum and press down; weight firmly, holding in place by boards and weights overnight. If strips of felt paper are glued to the floor first and the linoleum glued to the felt paper the linoleum will wear longer. For use on steel decks the Navy uses a mixture of crude rubber in gasoline, to lessen the brittleness.

Another formula, used by the Navy for cementing cork to steel is a mixture of glue dissolved in water, sodium silicate solution (waterglass) and whiting. Because it is so strongly alkaline and dries glass-hard, it is probably inadvisable to use this cement on wood. Silicate should not be used on linoleum as it has a deleterious effect on it if it becomes moist.

If you have a concrete floor on which you wish to cement linoleum it will require different treatment. The floor must be clean and bone-dry with no surface irregularities. A simple test to ascertain if it contains moisture is to scatter several pieces of linoleum face-down on the floor, with the edges weighted. In 24 hours the face of the linoleum and the floor will appear slightly damp if the floor contains moisture. The following cement may be used when the floor is entirely dry, as determined by the above test.

Manila gum	15 parts by weight
Common rosin	20 parts by weight
Thick turpentine (gallipot)	45 parts by weight

Heat thoroughly until liquified. Then add 20 parts of denatured alcohol. If a small percentage of India rubber is added while melting the rosins the composition can be rendered moisture-proof.

Quoting from the U. S. Government Bureau of Standards:—"Owing to the fact that linoleum is made with oxidized linseed oil and other oils, preparations containing significant amounts of free alkali or alkaline salts should not be used in washing surfaces. The action of alkali and alkaline salts on the oils would in time, no doubt, cause cracking and disintegration. The linoleum manufacturers recommend the use of a mild or practically neutral soap, such as a white floating soap or some of the automobile and liquid soaps. After using a cleaner the surface should be *thoroughly* rinsed off with plain water."

Some of the Government Departments buy under the title "Linoleum Cleaner" a liquid soap, the only specification of which is that it "must be free from free alkali." The basis of all linoleum maintenance is the same, a thorough cleaning with a proper soap followed by a surface treatment with wax. Cleaning compounds which contain rough or abrasive material and which are used for scouring, will scratch its lustrous surface. These slight scratches will soon fill with dirt, making subsequent cleaning more difficult and shortening the life of the floor covering. So important is it that proper soap be used that certain linoleum manufacturers have published a list of approved soaps for use on linoleum floors and walls.

TREATING NEW LINOLEUM:

After a newly laid linoleum floor has had time for the adhesive to dry thoroughly (5 days) it should be washed with one of these mild soaps according to the soap manufacturers' directions for its use, after which the surface of the linoleum should be cleaned with a small amount of clear water until all traces of the soap are removed. The floor should then be allowed to dry thoroughly. As little water as possible should be used in all washing operations on linoleum, since excessive water is totally unnecessary and may loosen the linoleum from the floor. After the floor has been washed and dried there should be applied a very thin coat of liquid or paste wax man-

ufactured for the purpose of linoleum maintenance. If too thick it may be thinned with 2 parts of gasoline to 1 of liquid wax. This should be applied with a sheep's wool wax-applier or a soft cloth and allowed to dry for fifteen to twenty minutes. Then the floor should be polished with a clean soft rag, or preferably with a small electric polishing machine. A second coat of wax should then be applied in a similar manner. Care should be taken that the wax is dry before being polished. Only a thin coat of wax should be applied each time, since excessive wax will result in a greasy, slippery appearance of the floor. Once the floor has been thus polished, it may be rebuffed weekly to a lustrous finish without the use of more wax. When it is no longer possible to produce a polish by buffing, the linoleum should be re-waxed, but only one coat is necessary for this operation.

The frequency with which waxing and buffing operations will have to be repeated depends entirely upon the amount of traffic and the conditions under which the linoleum is used. Experience has shown that in all home areas except kitchens, it is only necessary to wash and wax floors once a year and to rewax three times a year. In kitchens the washing-waxing operations should be repeated every month and the rewaxing every two weeks. In the interim all floors should be brushed clean daily, and kitchen floors should be wiped up with a damp cloth several times a week. If grease or other liquids are spilled on the floor they should be wiped up immediately and the wax will remain intact for a longer period. It is impossible to polish a greasy surface. If an attractive, washable rug is placed in front of the kitchen stove it will prevent the grease from spattering the floor, besides adding comfort and warmth to the feet.

SELF-POLISHING WAXES:

As an alternate method of waxing and rewaxing linoleum, the use of the so-called self-polishing wax is recommended. It is suggested that the labor-saving nature of these waxes is of particular value in apartment kitchens; where maintenance by the other method is a chore the average manager is very apt to neglect it because of the

time required to perform it. Maintenance with these waxes is exactly the same except that the polishing and buffing operations are unnecessary. These waxes are applied with a soft cloth, allowing, in two-coat work, sufficient time between each coat for the evaporation of the moisture in the wax. Before and after the second coat is applied, a clean dusting mop of the ordinary sort should be run over the floor. There are several self-polishing waxes on the market and the manufacturers' directions should be followed in the use of them. It might be well to note here that waxing properly done does not increase the slipperiness of linoleum. In fact, careful tests conducted at one of the largest universities in the country have shown that proper waxing actually decreases the slipperiness of battleship linoleum to leather-soled shoes. (From U. S. Government Bulletin.)

The following precautions are of utmost importance in the maintenance of linoleum floors:

1. Do not use too much moisture in washing linoleum floors.
2. Do not use soaps with excessive free alkali or containing abrasive substances. Use a mild soap, such as one of those on a linoleum manufacturer's approved list.
3. Be sure to remove all traces of soap after washing. Soap left on the floor forms a shiny, sticky film which collects dirt and prevents the proper application of wax.
4. Allow each successive coat of wax to dry before polishing. Otherwise the wax will be picked up on the polishing cloth or bristles of the brush, and the result will be a low polishing action and a loss of surface treatment when the job is completed.
5. Do not make use of what is known as a hard finish, such as varnish, lacquer, shellac, etc. These "path" badly under traffic and make it almost impossible to continue maintenance satisfactorily.
6. Never use hot water on linoleum. It should be lukewarm.

FURNITURE SUPPORTS:

As with all types of resilient floors which are sound absorbing and

upon which it is comfortable to walk, the surface of linoleum will be marred by the support of heavy static subjects with small bearing surfaces. To eliminate this hazard, furniture, bookcases, safes, etc., should be equipped with suitable pedestal casters or rests.

Experience has shown that these casters or supports should be of either bakelite surface area or a soft rubber-tired caster. In the latter case, the wheel of the caster should be no less than 2 inches in diameter and the tire 1 inch in width. However, I don't recommend rubber-tired casters for linoleum, as they are liable to stain the linoleum black if they contact the linoleum in the same place a long time.

Special attention is called to the removal of all small metal caps with which furniture is many times equipped. The action of these caps is actually harmful where they come in contact with the floor, since they are too small in surface area to support their load. Where furniture rests on such metal caps, the result is a number of small marks on the surface of the linoleum. The caps should be removed and replaced with proper casters as outlined above. The legs of furniture which may be either tipped or tilted should have their bottom corners slightly rounded so that they will not act as cutting edges when the rocking operation takes place; or caps should be used which provide for protection of floors when a chair is tilted. There are glides on the market which remain flat on the floor when the chair is tilted and these are recommended. Attention to these details does not involve much expense, time or trouble, and will help to lengthen, to a great extent, the life of the linoleum.

THE TREATMENT OF STAINS:

Most stains may be removed with soap and water. Once in a while it may be necessary to use a mild abrasive such as No. ½ pumice to remove stubborn stained spots. Grease, chewing gum and shoe polish stains can all be removed by using a cleaning solvent of paraffine hydro-carbons mixed with carbon tetrachloride, which may be

purchased at the gasoline stations (Stoddard Solvent). Solvents are present in liquid waxes, so stains can often be removed by rubbing with liquid wax. In the case of very severe stains caused by the action of chemicals it may be necessary to use a very strong solvent such as acetone, or even to remove the stained surface by sandpapering or scraping. It is important that after such treatment the spot be polished with very fine sandpaper and given a thin coat of clear brushing lacquer before it is finally waxed. If a spot is hopelessly stained or marred, the injured portion should be cut out along the pattern and a new section inserted. Use glue or small brads to keep it in place.

The following treatment of the different stains on linoleum is suggested by the Armstrong Cork Company:

ACID:

Acid should be diluted with water as soon as possible and then wiped up and washed with clear, clean water. Do not try to neutralize with alkali as worse damage might be done.

ALKALI:

Wash up with clean, clear water as soon as possible. If action is not taken soon enough, and the alkali has eaten into the linoleum mix, there is nothing that can be done.

BLOOD:

Cold or tepid water is the best solvent for blood.

CHLORINE:

This is normally a gas and would not come in contact with linoleum in sufficient concentration to cause trouble. In water solutions or mixtures containing free chlorine, we suggest that they be washed up with water. Some of the pigment in the linoleum will bleach, causing white spots. Steel wool wet with soap and water will remove these.

CANDLE GREASE:

Scrape off the excess and with the careful use of benzol, naphtha or gasoline, the remaining amount of candle grease can be removed. Avoid gasoline containing tetraethyl lead.

COFFEE:

Soap and water will usually remove it. However, it might be necessary to slightly steel wool the effected area in order to remove the last traces.

DYE:

Water soluble dyes can usually be removed by washing. However, alcohol dyes bite into the linoleum mix. The greater amount can be removed by scrubbing, but steel wool must be used for removing the last traces.

FRUIT STAINS:

Water is the best solvent for removing fruit stains. I want to point out, however, that fruit will not stain a well-waxed piece of linoleum.

GRASS STAINS:

These can be removed by using the same method as recommended for coffee stains.

INK STAINS:

The effected area should be treated with clear water as soon as possible after the spilling and then finally give a good scrubbing with steel wool if necessary. It should then be given a thin coat of lacquer before waxing.

IODINE:

This is one of the worst stains. When iodine is spilled on a linoleum floor, it should be immediately wiped up with a clean dry cloth, using the utmost caution to prevent spreading. The affected spot should then be vigorously rubbed with a clean cloth wet with denatured alcohol. It may be necessary to steel wool the affected area for removal of the last traces.

LACQUER:

Lacquer can be removed from a linoleum floor by the careful use of lacquer thinner, ethyl acetate or acetone. All of these solvents should only be applied to the linoleum over small areas at a time, say approximately one or two square feet and not allowed to stand on the linoleum any longer than necessary to soften the film at which time it should be wiped off with clean dry cloths.

LIQUORS:

Liquors can be removed by washing with clear tepid water.

MILDEW:

The floor should be thoroughly scrubbed with tepid water and an approved soap, and after it has thoroughly dried, it should be treated with a good water emulsion wax. However, dry floors will not mildew, therefore when such a condition exists on a linoleum floor, steps should be taken to remove the source of dampness if possible as linoleum will rot in due course of time when continually subjected to this dampened condition. The dampness will also rot the floor, so it must be corrected.

PAINT:

Scrape off the excess and follow up with the careful use of paint remover.

RUST:

Scrub with soap and water and possibly steel wool will have to be used to remove the last traces. This, of course, depends on how deeply the rust has penetrated into the linoleum mix.

TAR:

The method used for removing candle grease can also be applied for removing tar.

VARNISH:

Varnish can be removed from linoleum floors by the careful use of varnish remover. Here again this solvent should only be applied to the floor over small areas at a time and then not allowed to stand on the material any longer than necessary to soften the film at which time it should be wiped off with clean dry cloths. I want to point out that varnish is never recommended for use as a suitable finish on linoleum floors.

WAX:

If by chance the wax film is not very heavy, repeated application of scrubbing with soap and water will remove the film. However, sometimes it is necessary to carefully scrub a linoleum floor with naphtha, benzine or gasoline in order to remove all traces of wax.

In any of the above directions the treated surface should always be re-lacquered and re-waxed, especially when steel wool has been used.

RUBBER TILE FLOORS

Generally the treatment of rubber tile flooring is very similar to that of linoleum, but of course its composition is very different. It is quite expensive and may be irreparably injured by using the wrong cleansing agents. The Rubber Flooring Manufacturers' Association guarantees the products of its members for one year if their cleaning instructions are followed. They issue a list of approved cleaners as follows:

Vestal Rubber Tile Cleaner
Acme Rubber Kleen
Klensite Rubber Floor Cleaner
Maintenite

For Polishers they recommend:

Wax-Rite
E-Z Gloss Rubber Floor Polish
Dri-Brite

They suggest the following procedure:

1. Brush loose dirt from floor.
2. Dip mop in pail containing approved cleaning solution and mop small section of floor.
3. Rinse in second pail of clear cold water and wipe section clean of solution.
4. Rinse mop in clear cold water again and repeat whole process until entire floor is cleaned.
5. After floor has dried, buff thoroughly. It is now ready to polish if all dirt and marks have been removed.
6. Pour rubber floor polish into shallow receptacle. Dip applicator into polish and apply a thin coat over a small area with a wiping motion. *Do not rub.* Repeat until entire floor is covered.
7. Allow to dry until hard (approximately 30 minutes) and then buff.
8. Immediately apply a thin second coat and again buff thoroughly.

Apply polish in as thin coats as possible to avoid streaking and always apply at least two coats. If polish wears off in certain sections of the floor, clean and repolish only those sections rather than the entire floor. Systematic buffing keeps the treated floor in the best of condition and reduces the number of necessary washings.

When floor again becomes dirty, remove loose dirt with push broom and wipe floor with mop dampened with clear cold water. This will not remove the polish. If this method is not sufficient to clean the floor, repeat first process.

CARPETS

The American Hotel Association reports that carpets depreciate at the rate of 16.67% per year. In other words, it is completely valueless in 6 years. This shows that much care and thought must be exercised in its selection and maintenance. Carpets are supposed to represent one-third of the cost of furnishing a hotel or apartment building, so they must not be neglected.

Do you know what it is that wears out a carpet? It is the grinding friction between sharp heels or heavy furniture and the hard surface of the floor beneath. The razor-sharp sand and grit that gather under rugs are ground into the fabrics with every footstep. So it is most important to keep carpets, as well as the floors underneath them, thoroughly clean. A resilient cushion or lining eliminates most of this, hence the economy in buying it. Its natural resilience acts as a shock absorber for the many sharp heel-blows, pqreventing the rug from being ground against the hard floor. The yielding cushion deadens the sound of footsteps and at the same time gives the carpet that soft thickness so essential to an air of luxury. In a machine test, padded carpet withstood three times as many blows as unpadded before becoming threadbare.

Small indentations on the top of the cushion provide air space under the rugs and increase the suction, making vacuum cleaning more effective. As most carpet padding is treated to render it unattractive to moths the moth-hazard is reduced. Carpet padding is not an extravagance but a very economical expenditure as well as a safety measure, as it not only gives one that luxurious feeling and prevents the rugs from slipping but adds very materially to the life of the carpet. It also makes the floors warmer—I am referring to real padding one-half inch thick. Some of the very thin, cheap padding is a waste of money. While it is better than none at all, its effectiveness would be materially increased by the expenditure of a little more money. If the building is not sound-proof it will deaden the sound of foot-steps, and may be the means of holding your tenants in the floor below a noisy family. I have suggested that this be done even in unfurnished apartments, where the tenants below have complained of noisy children or heavy footsteps. It is not expensive, certainly far cheaper than having a vacancy. It can possibly be sold to the tenants when they vacate, as they will receive so much comfort and pleasure from its use, and will benefit from the tremendous saving on their carpets. (This also applies to linoleum. If it is heavily padded underneath, it lasts longer and is more quiet.) Stair treads should always be heavily padded with ¾ inch felt for economy's sake, particularly on the first flight which has the greatest wear. On the other flights one-half inch felt may suffice. At the first evidence of wear either put the carpet from the top flight on the lower stair or cut off a piece of carpet the width of a tread and sew it onto the bottom, thus shifting the carpet from the tread to the risers.

Carpets which wrinkle or slip are short-lived. If they are not stretched tightly have it done immediately.

Buy a few extra yards of carpet, when making a purchase for hotel or apartment house, so you will have some for replacement or shifting.

Place double padding under corridor carpet and in public places.

Butting is preferable to mitering and lasts longer.

Figured carpet should be laid with the pile toward the light; plain carpet away from the light (show spots and pile crushes less.)

See that the nap of the carpet is with the wear if you would have it last. In other words, if the pile lies in the direction of the heaviest traffic they withstand the wear better.

Wear on carpets should be equally distributed whenever possible. Turn your rugs frequently, not only to change the places where there is heaviest wear, but also to alter the way in which the light strikes the surface and thus preventing "shading."

Use scatter rugs on carpeted floors where traffic is heaviest in order to save repair bills. They should be used in front of dressers or in the dining room in front of the kitchen door.

If you must have an electric cord under the carpet, buy, if possible, the special flat cord. As they are not approved by the Board of Fire Underwriters, they are difficult to obtain.

If rugs curl or slip, a coat of rubber cement painted on under side will remedy the condition, but a heavy cushion of felt is preferable. If a wall bed door rubs the carpet, have the door cut off at the bottom. It is very detrimental to a carpet to have the door scrape the nap each time it is opened, and if the carpet is turned back each night its life is considerably shortened.

Beating or sweeping rugs with a stiff broom is very hard on the fabric and nap.

Regular cleaning (twice a week), is most important, particularly where traffic is concentrated on comparatively small areas such as lobbies, corridors, elevator landings, etc., where it should be done daily. Most people believe that the surface of the carpet is subjected to the hardest wear, but this is an error. It is the base of the nap where the small glass-like particles of grit and dirt accumulate and continually grind the nap, whenever the carpet is walked upon, until it has completely severed the nap at its base and it falls out. Hence the importance of regular use of a vacuum cleaner. Even when regularly vacuumed, rooms in daily use should be thoroughly cleaned semi-annually.

It is said that replacements alone in the hotels of the United States

average over one and one-half million yards of carpets. The invention of vacuum cleaners did a great deal toward reducing carpet replacement. It is the only thorough way to clean them, and one vacuum cleaner should suffice for one hundred and twenty-five rooms. It is important to have a machine which gives a maximum suction of air and a thoroughly dustproof bag, and the cleaner should have regular and intelligent oiling. Large hotels find it more economical to purchase a carpet-washing machine than to have them cleaned by outsiders. If there are many yards of carpet to be cleaned, it will pay to purchase one. It is most remarkable in that it cleans the carpet on the floor.

I have been very successful in cleaning carpets with water and a scrubbing brush, also in dyeing rugs on the floor. I used a stiff suds of Ivory soap and very little water at a time, rubbed lightly, then removed the water with a very wide putty knife, scraping with the nap, then rinsed in clear warm water, with a little acetic acid (vinegar) in the water, then used several old bath towels to dry the nap. In dyeing I prepared the dye just as though I was dyeing fabric in the usual way. I prepared the several colors I needed, and after dampening the surface I used a scrubbing brush to apply the dye in the field and an old tooth brush for the narrow spaces. As soon as a portion was finished I turned an electric heater on it in order to dry it quickly. To obtain an even color I rubbed vigorously with the towels if the color appeared too deep. It was a beautiful job and I was particularly proud of it, as several of the best cleaners had said it couldn't be done because of the doubtful quality of the blue in the carpet. It has been in use eight years and is still good, having been cleaned many times. If the colors in your rug have faded, try this procedure to bring them back. If they are only dulled, use a little warm water into which you have placed a small amount of ammonia. Dip a soft cloth or turkish towel in the mixture and wring quite dry, then rub quickly over the surface of the carpet or upholstery. Rub with the nap and then dry with a soft dry cloth. A dry

cleaner, preferably solvent (gasoline and carbon tetrachloride), can be used in the same manner. This is much easier and should be tried before the wet method.

If the pile has become crushed in spots, sometimes lightly brushing with a fine wire brush will raise it.

All stains should be immediately removed from carpets while fresh but certain stains are made permanent if the wrong cleansing method is applied.

Therefore, the nature of the stain, if possible, should be known before removal is attempted, since this determines the treatment to be adopted.

For example, if hot water, which easily removes most fresh fruit stains, is applied to stains containing protein, such as stains of milk, blood, eggs and meat juice, it coagulates the albumin in the fibres of the fabric and makes it extremely difficult to remove. Similarly, soap, which aids in the removal of grease spots, sets many fruit stains. One thing to remember always is that if an acid is used to remove a stain, it should be washed out thoroughly otherwise the acid may become concentrated upon drying and destroy the fabrics. Cotton and linen are destroyed by strong acids and attacked to some extent even by weaker ones. Generally speaking, alkalies do not attack cotton and linen fabrics. However, alkali in hot solution weakens fibres. This fact is said to be due to a hydration of the cellulose which constitutes the fibres. The damage to fabrics resulting from careless use of strongly alkaline soap, etc., is well known to the housekeeper.

FOOD STAINS:

The best tool for spotting is a putty knife. The stain should be soaked with clear, cold water and tapped lightly with a soft bristle brush, and then scraped gently with a putty knife. If this method fails, and the stain still needs to be treated individually, hot water may then be used, but extreme care should be taken not to permit the water to soak through to the underside. Hot water causes shrinkage and when this happens on a small area it results in a puckered effect.

CHEWING GUM:

Chewing gum may be removed by applying a dry cleaning solvent and manipulating as described in the removal of food stains. It may be necessary to repeat this process several times, since chewing gum is a mixture of naphtha-soluble gum and sugar, each of which protects the other to some extent.

COFFEE AND TEA STAINS:

Coffee and tea stains can usually be removed by employing a diluted denatured alcohol. Take care that the alcohol is washed out thoroughly afterwards.

INK STAINS:

Ink stains should have immediate attention. Take up as much ink as possible with a blotter. Sponge with milk and allow to soak several minutes. On old stains a cut surface of a lemon is effective. Be sure to wash out all traces of the lemon with clear water.

IODINE STAINS:

Iodine stains can be removed by first applying clear alcohol and then lukewarm suds made from milk, neutral soap, and the rinsing with clear water.

RUST STAINS:

Rust stains are efficiently treated if "Erusticator" is used. This agent can be purchased from any cleaner's supply house. It comes in a rubber bulb bottle and care should be exercised in its use. A small amount should be sprinkled on the affected part and washed out almost immediately with clear water. The operation should be re-

peated until the stain is gone. When finished, be sure that you wash out every trace of the agent.

No spotting fluids should be used on a carpet until it has been ascertained whether or not the colors are set. This test can be made simply by applying ammonia to a small corner. If this does not cause the colors to run or fade they are properly set.

WASHING:

After removing the stains and going over the carpet with a vacuum cleaner, it is ready for washing, in order to bring back its original richness of color and take out the imbedded dirt, grease and bacteria.

The kind of soap to be used is of utmost importance and should receive primary consideration, as it will have a definite bearing on the results of your efforts. The matter of soap selection is so important that every housekeeper should know something about the various kinds of soaps, how they are made and the reaction of each when applied to different materials. By considering their manufacture we will find out why some are suitable for washing carpets and others are not.

Real soap is one of the products of the chemical reaction of certain kinds of alkalies upon one of the component parts of fat. All fats are composed of a combination of fatty acids with glycerine. Certain elements, such as potash, sodium or lithium, chemically combined with the oxygen or hydrogen (which compose water), form a caustic alkali, which immediately unites with the fatty acids when they come in contact with each other. In that combination an entirely new substance is formed. That new substance is called soap.

Viewed very broadly, soap is divided into two classes—boiled soap and cold made soap. In the manufacture of boiled soap, the fat, the caustic of alkali, and water are added in the proper proportion and are thoroughly boiled, after which the mass is allowed to settle. In the process of boiling, glycerine becomes separated from the combination of fatty acids and alkali, and is drawn off and saved for commercial uses.

Cold made soap is just what the name implies. The fats and alkalies are mixed together without the assistance of heat. All the products of the combination of chemicals remain intact in the soap. In such soap, there is true soap, glycerine, water and probably free fat and free alkali. That is, excess fat or alkali that is not combined with any neutralizing agent and which is sometimes very injurious to floor coverings.

Nothing short of a chemical analysis will disclose the real value of a soap for carpet washing and, when purchasing soap for this purpose, every buyer should obtain a statement of the alkali content, as it is this factor that will be either beneficially or detrimentally employed. Alkalies are added to soaps for a special purpose. Laundry soaps nearly always contain excess alkali to make them more suitable for use in hard water and to help take up the free dirt and grease, but no one would think of using laundry soap for the hands and face, and it should *not* be used on *floor coverings.*

The best soap for the purpose of carpet washing should not contain an excess of alkali, and by this we mean not over thirteen per cent. Soaps containing alkali up to this percentage are very efficient, due to the grease-cutting qualities, and will not prove injurious to the colors of any carpet that is washable. On the other hand, soap with a higher alkali percentage, although sometimes usable, should be used with great caution. It is true that this type of soap will usually produce wonderful results, leaving the carpet colors as bright as the day they were dyed, but after the first or second washing, the excess alkali's injurious effect will be seen and the colors will begin to bleed and fade.

Do not try to use an "all-purpose" soap, one that is advertised to be efficient for the kitchen, laundry, etc., as soap is *not* made with a variable alkali content. Soap is too often taken for granted and a

lower price or an attractive package is sometimes the controlling factor in its purchase. However, neither the few cents saved nor the attractiveness of the carton can ever atone for the injurious ingredients. Many cheap soaps containing poor stocks and adulterants are frequently colored and given an attractive odor to promote their sale but the careful buyer will keep in mind that the thing he is paying for is true soap; that is, the fatty acids and combined alkali, not sweet odors and bright colors. Do not neglect to take into consideration the reputation of the manufacturer when making your selection, and remember that cheap soaps seldom, if ever, effect on actual saving.

HAND METHOD:

There are two methods of washing carpets—the hand method and the machine method. Washing by hand has not proved satisfactory on large areas, due to the lack of thoroughness and the time and labor required to complete the work. The hand method only cleans the surface, and if great care is not taken the dirty suds will settle down to the bottom of the pile, remain there for a short time and then work themselves up to the top as the carpet is used. It is almost impossible to keep some of the soapy water from soaking into the back of the carpet, where it promotes mildew and rots the fibres of the back construction. Handwashing is a very slow and tedious job, and even with skilled operators it is difficult to get an even distribution of the suds and insure uniform surface cleanliness when finished.

For washing small areas by hand, work up a stiff lather, using the best soap and lukewarm water. Apply the lather to the rug, working it into the pile and removing the soiled suds as quickly as possible. Repeat the operation until the suds are no longer soiled.

TERRAZZO FLOORS

Terrazzo floors, to be kept in proper condition, should be cleaned with pure soap chips or soft soap. Powders with strong alkali content should never be used. They kill the cement binder, cause disintegration and subsequent pitting of the floors.

Two pails of water and two mops should be used in the cleaning process, one for the soap water and one for the rinsing. Water should be changed frequently, to avoid smearing the floors with the accumulated dirt in the water.

Where floors receive heavy service and are exposed to dirty conditions they must be scrubbed with a brush by hand or, where the areas are large, with a machine. In this case ordinary mopping is not sufficient.

If this method of cleaning is observed, the floors will not need coating with oil or wax. They will, from wear, get a natural patina which will bring out the colors of the marble and prevent accidents due to floors made slippery by the use of oil or wax.

TILE FLOORS

Under ordinary conditions glazed tile is very easily cleaned. Most stains and marks can be readily cleaned from the glazed surface merely with the use of a damp cloth. Soap does no harm, but if it is used it is important that it should be free from abrasive, as even the finest abrasive will dim the lustre of the glazed surface. Some custodians use one ounce of sodium hydrosulphite to one gallon water.

Unglazed tile should never be cleaned with soap solution. Scouring cleansers do no harm to the tile and will act more quickly to dislodge the dirt particles from the surface, but they should contain no soapy substance. Soap cleansers should not be used on unglazed tile, as they deposit a film which makes the surface slippery and their sticky qualities attract a deposit of dirt.

If the tile is exceptionally dirty, add the following to 1½ gallons of warm water:

2 tablespoonfuls of aqua ammonia.

1 tablespoonful of spirits of turpentine.

This should quickly brighten and clean the surface. If it does not clean, try a solution of one gallon of warm water and one ounce of trisodium phosphate. It may be applied stronger if necessary.

It is entirely feasible to put ordinary floor wax on unglazed tiles. In applying the wax, care should be taken that the tiles are thoroughly clean, and it will be necessary to renew the wax from time to time. Some tiles are more porous than others, and the less vitreous the tile the better the effect produced by polishing. I do not recommend waxing floors that are made entirely of white tile. These tiles are usually most vitreous and will not take the wax as well as other tiles. White tile probably would be made slippery by the application of wax.

The cement joints will absorb the wax much more quickly than will even the most porous tile, and you may expect the joints to become darker.

MARBLE FLOORS

The proper treatment of marble is probably less understood than the care of any part of a modern apartment building.

A glance at the marble vestibule or steps of the average building will confirm this. They are usually dull, dirty, scratched or stained.

When selecting a cleansing agent for the marble in your building, cleaning effectiveness is of course your first consideration. Your next concern should be its probable effect over a period of time on the surface of the marble. Its protection is most important, and if the wrong cleaners are used, it may be necessary to repolish it in time, which is a most expensive process.

As marble is much softer than the quartz of which most scouring grits are composed, their use is not recommended. However, laboratory tests have indicated that grits passing a 100 mesh sieve will not produce visible scratches on marble if used in the ordinary manner.

Before using a scouring grit on highly polished marble, test it in an inconspicuous spot. Rub one small spot back and forth 100 times with several thicknesses of cloth under the forefinger and a considerable amount of grit. Wipe the surface and inspect minutely to see if the finish has been altered on that spot.

Highly polished marble has an expensive finish and the polish should be maintained rather than dulled. Hone finish is the usual dull finish of marble floors and is not nearly as costly as polished marble.

The only scouring preparations recommended by the National Association of Marble Dealers are soapstone and talc, and they should be of sufficient fineness to pass a 100 mesh sieve.

Marble is injured by the use of carbonates, commonly called salts, such as sodium carbonate (washing soda), sodium bicarbonate (baking soda) or trisodium phosphate, etc. The effect of repeatedly treating it with these salts is sometimes apparent by the surface of the

marble chipping off, due to the salt penetrating the marble and the salt crystals forming in the pores. As the treatment is continued, the salt crystals grow in size and create great pressure within the marble, ultimately causing it to chip. Therefore, it is important to eliminate preparations containing salts from use on your marble. If the marble is rinsed with clear water before using the salts, the danger of absorption is appreciably lessened. It also reduces the amount of cleaning material needed.

To test your favorite cleansing agent for the presence of salts, dissolve a tablespoonful in a glass of water and add several drops of hydrochloric acid. If it produces a strong effervescence, it indicates the presence of one of the above carbonate salts, such as sodium carbonate, sodium bicarbonate and ammonium carbonate. To test for a phosphate salt in the cleaning preparation dissolve ½ ounce of silver nitrate in a pint of water. Stir a tablespoonful of the cleaning preparation in a glass of water, allow undissolved matter to settle, pour off the clear liquid and add to this a few drops of the silver nitrate solution. If a yellow precipitate forms a phosphate salt is probably present. If the remaining portion of the nitrate solution is to be kept it must be kept tightly corked in a brown bottle.

The safest way to clean marble is as follows:

1. Select pure white floating soap.
2. Fill a clean scrubbing pail with very warm *soft* water.
3. Dampen the marble surface with soft water before applying the soap solution.
4. Scrub thoroughly with soap solution.
5. Use clear soft water for final rinsing and dry with soft cloth. (Never omit this rinsing as it is most important.)

If hard water is used there will be an accumulation on the marble of insoluble soaps with the hardness constituents of the water which will be hard to remove.

If the water used is hard it should be treated with the proper amount of household lye and soda ash solution to soften it. It is a mixture that should be carefully prepared as follows:

12 ounces of household lye and 4 ounces of soda ash in 4 gallons of water and keep this as a stock solution for softening water.

TO SOFTEN WATER:

Fill a clean scrubbing pail with the hard water which has been heated, add one ounce of the above stock solution to the pail of hard water and stir thoroughly. Into a glass jar place one-half pint or more of this treated water and stir in a bar of pure white soap until a lather is formed. Hold the glass to the light and if there are any curdy-like particles, another ounce of the stock solution should be added. Repeat this until the soap lathers without curds and the amount of stock solution necessary to soften the water has thus been determined. If a note is made of the amount, it will be an easy matter to soften it in the future.

Don't use the following on marbles:

Ammonia Water: It discolors.

Javelle Water: It is a bleach, but is injurious.

Oxalic Acid: It dissolves the marble (which is a calcium carbonate.)

Any Cleaning Preparation with a distinct color or containing salts.

Linseed Oil Putty: The oil is absorbed by the marble and spreads, staining adjacent surfaces.

Exterior colored marble may be kept highly polished by use of wax. Melt together over hot water (keep away from flame). Mix one part of carnauba wax and one part of beeswax, thinned with one part of turpentine, which mixture should then be about the consistency of lard. Rub over the marble surface with a cloth. Remove the excess with a fresh cloth. Thoroughly rub with a piece of canvas until a gloss appears.

STAINS AND THEIR REMOVAL

IRON:

Dissolve one part sodium citrate crystals in six parts of water, add an equal volume of glycerine and mix thoroughly. Mix with whiting until thick paste is obtained. Apply over stain ⅛" thick. Let remain several days and if stain is not removed when dry, repeat.

INK:

Dissolve two pounds perborate in pint of hot water. Mix with whiting to form paste, apply layer ¼" thick. Remove when dry and if stain has not disappeared, repeat.

LINSEED OIL:

Cut a piece of thick white cloth or layer of cotton batting to fit stain, saturate with hydrogen peroxide and paste over stain. Moisten another cloth with ammonia water and place over first. Repeat until removed.

IODINE:

Apply alcohol and cover with whiting or talcum powder.

As the treatment of stains on concrete is practically the same as the method used on marble, see the directions under "Concrete" for additional stain removal information.

CONCRETE FLOORS

As there are many apartment houses with cement floors in their lobbies, it is important to know something regarding their care. Some very handsome effects may be obtained by staining or properly painting and waxing cement floors. Of course, if the proper colors have been used in mixing the concrete, they are permanent and no further staining or painting is necessary.

(United States Government): "Cement floors may be painted, thus making them smoother and more impervious to moisture. For some time after it is laid, cement contains lime in a form injurious to ordinary paint; therefore the surface should be thoroughly washed with a solution of three to four pounds of zinc sulphate to one gallon of water to render the lime insoluble before paint is applied. Specially prepared paints for use on cement are now on the market, or the paint may be prepared at home in the same way as for wooden floors except that a larger proportion of varnish is used in the last coat." New cement must not be painted until it has stood six weeks to two months. It should not be waxed until all moisture has evaporated. (Use test as suggested in chapter on Linoleum.)

HOW TO CLEAN CEMENT FLOORS:

1. Corn broom clean.
2. Wet scrub with stiff brush, with soap and water. (Use a vegetable oil soap, *no soap powder*.)
3. Rinse.
4. Dry mop (always).

It has always been almost impossible to remove an oil stain from cement or porous artificial stone—travetine, etc. There is a new product for this problem, particularly effective in cleaning garage floors, which is recommended. It apparently draws the grease out of the pores of the concrete.

If a paint finish is desired, use this zinc crystal treatment:

4 pounds of zinc crystals.

4 pounds of sulphate.

Place in 4 gallons of hot water and apply with sponge or rag. After floor has dried for 48 hours and zinc crystals thoroughly brushed off, apply paint, which should be a good grade of oil floor paint. It is advisable to apply three coats, the first coat to be thinned with turpentine and the second and third applied without thinner. The addition of floor varnish in last coat is helpful.

One of the newest painting preparations on the market is very quick drying and hard and is recommended for painting cement floors. According to the manufacturers, it is impervious to acid, alkali, oils, heat and rust to a degree seldom found in paints available to the layman. It withstands 200 degrees of heat and is equally effective on steel, copper, concrete or wood. As it dries dust-free in 15 to 30 minutes, it is very easy to handle. It is recommended particularly for garage floors.

TO HARDEN CEMENT FLOORS:

Thoroughly scrub.

In 16 quarts of hot water dissolve one pound of silicate of soda (water glass). After it has thoroughly dissolved, spread over entire surface with a mop and allow to dry. Repeat until at least three applications have been made, allowing each to dry before applying the others. The first two applications should be thinner than the last coat. If three coats do not show any effect, apply a coat a day for 25 to 30 days. Do not use this treatment if floor is to be painted.

INORGANIC STAINING OF CONCRETE FLOORS:

Staining concrete with inorganic dyes produces a mottled, beautifully mellow effect. The surface must be entirely free from oil, plaster, lime or other stains and treated as follows:

1. Broom clean with corn broom.
2. Scrub with soap solution.
3. Remove solution and dry mop.
4. Prepare muriatic acid bath. 12 parts water to 1 part acid. (Always put the acid mixture into wood or fibre container, candy bucket is good.)
5. Spread over area and let stand 10 minutes only.
6. Remove with squeegee.
7. Rinse with clear water and squeegee.

If red or brown tones are desired, use iron crystals as follows:

BROWN RED TO DULL BRICK RED:

1 pound oxide of iron crystals.
1 gallon of water.

TAN:

½ pound crystals.
2 gallons of water.

ORANGE:

1 pound crystals.
2 gallons of water.

CHOCOLATE:

½ pound crystals.
½ gallon of water—apply at least three times.
All crystals must be dissolved in boiling water.

BRONZE:

1 pound crystals.
5 gallons boiling water.
Throw on in cupfuls and let stand.

GREEN:

1 pound copper crystals.
3 gallons boiling water.

OAK FINISH:

If oak finish is desired, put green on first, then iron solution, not using a pattern or design.

BLACK:

1 ounce silver nitrate—2 gallons boiling water (use great care, coat the hands with vaseline or cocoa butter).

CANARY YELLOW:

1 pound mineral chrome.
3 gallons of boiling water.

Copper crystals or silver nitrate may be used over the yellow, but not the iron. Yellow may be used on the iron.

BLUE:

1 pound manganese.
3 gallons of water (will fade).

Only finish a small area (about 6x6) dry, and put on a fixative before starting another area. Use tung oil as a fixative.

After floor is stained, allow it to stand at least eight hours. Rinse with clear water, don't scrub. Then harden with one pound silicate of soda to five gallons of hot water. Spread over area with mop, do not flood with silicate mixture. Spread sufficient to cover and dry in. Repeat at least five times. Where colors don't take, repeat it. Then if it doesn't take, use an analine dye as follows:

Bachelor brown for iron:
Chrome green for copper.

Mix analine with benzol until desired color is obtained. Spot with analine (after silicate has been applied) with sponge or rag. It is now ready for finish of wax or lacquer or vegetable oil, such as

linseed, tung, cottonseed or good eastern lubricating oil (not heavy). Allow to stand one hour and sweep off with dry sawdust.

PREPARED FINISHES	HOME MADE FINISHES
Repello	1 gallon tung oil (heat in double boiler)
Concreto	¼ lb. resin wax
Bruce finish	⅛ lb. canauba wax
	(When wax is melted, pour in tung oil. Do not mix near fire. Destroy all rags when finished.)

REMOVAL OF STAINS FROM MARBLE AND CONCRETE SURFACES

While practically every type of stain can be removed from marble or concrete without appreciable injury to either the texture or color, the eradication of old stains which have been long neglected may require considerable patience. It is often a matter of repeating the treatment day after day until the desired results are attained. It is not always possible to determine what the staining matter is, and hence the treatment sometimes has to be a matter of experimentation. Usually the staining matter will be found to exist in a stable form, and its removal may require several applications of a solvent which does not appreciably affect the surface. A considerable variety of chemicals may be applied without appreciable injury, but acids or those chemicals which develop an acid condition should be carefully avoided. Even weak acids, such as oxalic and acetic, may show their effects on the surface if left on for any length of time.

Usually stains penetrate to such an extent that they cannot be readily removed by merely applying the proper chemical to the surface or by scrubbing the stained part, and it is necessary to resort to a poultice or bandage. A poultice is made by mixing one or more chemicals with a fine inert powder to a pasty consistency. This is applied to the stain in a thick layer. The bandage treatment con-

sists of a layer of cotton batting or a few layers of cloth soaked in a chemical solution and pasted over the stain. A stain may be eradicated first by dissolving the staining matter and drawing it out by capillary suction or driving it back from the surface; and second, by converting the coloring matter into a form which does not show as a stain. In removing an oil stain it is usually necessary to apply a solvent and draw the dissolved oil out. An iron stain is more satisfactorily treated by applying a reducing agent although means must be taken to prevent the reoxidization of the iron and the reappearance of the stain. This is accomplished by an application of sodium citrate solution. Some chemicals used for removing stains are very unstable and decompose under certain conditions, producing stains of their own which may be more troublesome than the original. This is particularly true of the hydrosulphite ($Na_2S_2O_4$) used in removing iron stains, but unless the method of application described is rather closely followed, a yellow stain will result. If the poultice is left on several hours, a black stain may develop, which is probably due to the formation of a sulphide of iron. Some staining matter is easily dissolved by a surface scrubbing and apparently removed, but as the area dries the stain may reappear. Tobacco stains scrubbed with a solution of washing soda may disappear in this way, but reappear stronger than before, due to the solvent driving the staining matter into the surface in stronger concentrations. The chief function of a poultice is to draw dissolved staining matter out of the surface. In some cases a porous paper or blotter pasted to the stained surface after the proper solvent has been applied may be made to answer the purpose. When a stain has to be treated with a very volatile solvent, such as benzol, ether, acetone, etc., it is best to use a slab of stone or brick over the solvent. This prevents a rapid evaporation of such solvents, prolonging their action and affording a capillary action similar to a poultice. When so used, the stone or brick should be thoroughly dry.

In some cases it may not be possible to determine the type of stain. Many stains are yellow or brown, resembling iron rust. Oil stains, when new, resemble the oil itself, but after a considerable period of time they are apt to become yellow or dark brown. Copper and bronze stains are usually green, although, due to the iron or manganese content, or due to the alteration of fine particles of pyrites in the concrete, bronze sometimes causes a brown stain. In experiments on copper stains, made with a solution of copper sulphate, a brown stain was found on the surface after the copper stain had been removed. This yielded readily to the treatment for iron stains, indicating that it was caused by the alteration of some element in the surface, since the copper salt applied was "chemically pure."

Marble or concrete in certain parts of buildings is apt to become stained from the perspiration or oil from the hands. Such discolorations sometimes become very prominent and resemble iron stains. This stain is not as difficult to remove as those caused by lubricating or linseed oils.

TREATMENT OF STAINS

BARIUM SULPHIDE STAINS:

The yellow stain left by barium sulphide and other alkaline sulphides may be removed by applying a weak solution of potassium cyanide. Dissolve a teaspoonful of potassium cyanide in a glass of water, saturate a piece of cotton batting in the liquid, paste it over the stain and leave until dry. One or two applications will usually suffice. The cyanide is poisonous if taken into the system.

COFFEE STAINS:

Coffee stains can be removed by saturating a cloth in glycerin diluted with four times its volume of water and pasting it over the stained portion. Javelle water, or the solution used on fire stains, will also prove effective.

COPPER OR BRONZE STAINS:

Such stains are found where the wash from bronze, copper or

brass runs over concrete. The stain is nearly always green, being due to the formation of the carbonate or copper, but bronze apparently causes a brown stain in some cases. The green stains may be eradicated in the following way:

Method No. 1: Mix dry 1 part of ammonium chloride (sal ammoniac) and 4 parts of powdered talc. Add ammonia water and stir into a paste. Place this over the stain and leave until dry. A stain of this kind that has been collecting for several years requires several repetitions of this procedure to completely remove it. Sometimes aluminum chloride is employed instead of sal ammoniac.

Method No. 2: Dissolve 8 ounces of potassium cyanide in 1 gallon of water. Saturate a thick white cloth in the solution and place it over the stain. When the cloth has become dry, soak it again in the cyanide solution and repeat the operation until the stain disappears. Sometimes it may be advantageous to combine this and the method above; that is, remove the greater part of the stain with the poultice and finish with the cyanide solution. This solution is poisonous and should be handled cautiously.

FIRE STAINS:

Concrete is often badly discolored from the smoke or pitch from burning wood. Sometimes the original appearance may be restored by the following process: Scour with powdered pumice or a grit scrubbing powder to remove the surface deposit, then make a solution of trisodium and chlorinated lime as described in method for tobacco stains. Fold a white Canton flannel cloth to form three or four layers and saturate it in the liquid. Paste this over the stain and cover it with a piece of pane glass or a scrap slab of concrete, making sure the cloth is pressed firmly against the surface. Resaturate the cloth as often as necessary. Deep pitch stains are difficult to remove, and hence several treatments will be necessary. To restore the polish, moisten a piece of felt cloth or chamois skin with water, dip it into some FF carborundum or emery flour and rub the surface

until it appears smooth and glossy. Then polish with putty powder in the same manner until the desired finish is obtained. When applying the putty powder, use a new piece of felt or chamois skin.

INK STAINS:

Inks are of various compositions, and require different treatments.

Ordinary writing inks usually consist of gallotannate of iron, a blue dye, a mineral acid, phenol and a gum or glycerin. Such an ink may etch the surface of concrete due to the acid content. To remove a stain of this type, make a strong solution of sodium perborate in hot water. Mix this with whiting to a thick paste, apply in a layer ¼ inch thick, and leave until dry. If some of the blue color is visible after this poultice is removed, repeat the process. If only a brown stain remains treat it by method No. 1 for iron rust. Sodium perborate can be obtained from any druggist. Repolish the surface if necessary.

Synthetic dye inks—many of the red, green, violet, and other bright inks are water solutions of synthetic dyes. These contain no acid and do not etch concrete. Stains made by this type of ink can usually be removed by the sodium perborate poultice described above. Often the stain from such inks can be removed by applying ammonia water on a piece of cotton batting. Javelle water may also be effectively used in the same way as ammonia water or mixed to a paste with whiting and applied as a poultice. A mixture of equal parts of chlorinated lime and whiting reduced to a paste with water may also be used as a poulticing material.

Prussian blue inks—some blue inks contain Prussian blue, which is a ferrocyanide of iron. Stains from this type of ink cannot be removed by the perborate poultice, Javelle water, or chlorinated lime poultice. Such stains yield to a treatment of ammonia water, applied on a layer of cotton batting. A strong soap solution applied in the same way may also be effective.

Indelible Ink—This type of ink often consists entirely of synthetic

dyes. Stains from dye inks may be treated as outlined above for that type. However, some indelible inks contain silver salts which cause a black stain. This may be removed with ammonia water applied on a layer of cotton batting. Usually several applications will be necessary.

IODINE STAINS:

This stain will gradually disappear of its own accord within a few weeks' time. It may be quickly removed by applying alcohol and covering with whiting or talcum powder. If the stain is on a vertical wall, mix the talcum to a paste with alcohol, apply some alcohol to the stain, and then cover it with the paste. One application will usually prove sufficient.

IRON STAINS:

Iron stains can usually be recognized by their resemblance to iron rust or by their position with respect to steel members of the structure.

Method No. 1—Dissolve 1 part sodium citrate in 6 parts of water and mix this thoroughly with an equal volume of glycerin. Mix a part of this liquid with whiting to form a paste just stiff enough to adhere in a thick coating to the surface. Apply this to the stained area with a putty knife or trowel. This will become dry in a few days and it should then be replaced with a new layer or softened by the addition of more of the liquid. While this treatment has no injurious effects, its action may be too slow to be practical in cases of intense stains. Ammonium citrate may be used instead of sodium citrate to obtain somewhat quicker results, but, due to the development of an acid condition, it may injure a polished surface slightly.

Method No. 2—For deep and intense iron stains it is more satisfactory to employ sodium hydrosulphite ($Na_2S_2O_4$). Before applying hydrosulphite to the stain the surface should be soaked for a few minutes with a solution of sodium citrate made by dissolving 1 part of the citrate crystals in 6 parts of water. To apply

the citrate solution, dip a white cloth or piece of cotton batting into the solution and paste it over the stain for 10 or 15 minutes. If the stain is on a horizontal face, sprinkle a thin layer of the hydrosulphite crystals over it, moisten with water, and cover with a stiff paste of whiting and water. If the stain is on a vertical face place a layer of whiting paste on a plasterer's trowel, sprinkle on a layer of hydrosulphite, moisten slightly, and apply it to the stain. Remove after one hour. If the stain is not all removed, repeat the operation. Unless the stain is deep, one treatment will be sufficient. When the stain disappears, rinse the surface thoroughly with clear water and make another application of the citrate solution as at first. Although the polish is apt to be dimmed somewhat by this treatment, it is not a difficult matter to repolish the treated portion.

LINSEED OIL STAINS:

This type of stain is usually found around plumbing fixtures where putty has been used. The linseed oil from the putty may spread for some distance through the concrete and produce a stain that is very difficult to remove. The oil in oxidizing forms a "resinous matter" which practically seals the pores and effectively prevents the penetration of any solvent which may be applied. The use of putty for filling around pipes where they pass through concrete or marble is objectionable because of the stains that are apt to occur. Grafting wax is more desirable for this purpose as it does not stain the concrete and can be easily removed.

Experiments have been made on several treatments applied to the inside walls of openings through concrete to prevent the penetration of linseed oil from putty. The only application of this kind that was found effective consisted of sodium silicate. At least two applications of the sodium silicate should be made, the first consisting of the commercial silicate diluted with twice its volume of water, and the second consisting of the undiluted silicate. This

should be applied with a brush, and ample time should be allowed for each application to dry.

Method No. 1, recommended for use on lubricating oil stains will slowly dissolve this "resinous matter' 'and reduce the stain, but it is not well adapted to use around plumbing fixtures. The coloring matter in such stains may be bleached as follows:

Method No. 1—Cut a piece of thick white cloth or a layer of cotton batting to fit around the fixture. Saturate this with hydrogen peroxide and paste it over the stain. The bleaching action may be accelerated by moistening another cloth in ammonia water and placing this over the first. Repeat the operation as described until the discoloration is removed.

Method No. 2—Mix dry one part trisodium phosphate, 1 part sodium perborate and 3 parts powdered talc. Make a strong soap solution in hot water and add enough of this to the dry mixture to form a thick paste. Cover the stain with the paste and leave until dry. The same material can be used over again by reducing it to a paste with some more of the soap solution. In some cases it may be found desirable to alternate this treatment with Method No. 1 for lubricating oil stains.

Method No. 3—Combine equal parts of wood alcohol and a 10 per cent solution of trisodium phosphate. Make a paste of this mixture and asbestos fiber sufficient to cover the stain with a layer one-fourth inch thick. Place a scrap slab of concrete over this and apply a hot iron as described in method for lubricating oil stains. A few repetitions of this process may be necessary in cases of very pronounced stains.

LUBRICATING OIL STAINS:

Lubricating oil penetrates quite readily, and if accidentally dropped on the surface of concrete it should be mopped off immediately with a cloth and covered with fuller's earth or other dry powdered material, such as hydrated lime or whiting. In some

cases a layer of dry Portland cement will serve the purpose. The oil that has penetrated may usually be removed in this way if treated soon after the stain occurs. However, when the oil has remained on the surface for a considerable period of time and thoroughly oxidized, other methods will be necessary.

Method No. 1—Place over the stain a piece of white Canton flannel somewhat larger than the stain and saturated in a mixture of equal parts of acetone and amyl acetate. Cover with a piece of pane glass, or preferably a small slab of concrete. If the stain is on a vertical surface it will be necessary to improvise a means of holding the cloth and its covering in place. When the cloth becomes dry, it should be again saturated and covered as at first. Old oil stains are difficult to remove and their treatment may require a great deal of patience. If the solvent tends to spread the stain, a larger cloth should be used. In covering the saturated cloth with a piece of glass the stain is driven into the concrete, while if a dry slab of concrete is used, some of the oil will be drawn into it.

Method No. 2—A method frequently used consists in mixing a solvent, such as benzol or gasoline, with a dry powder such as hydrated lime marble dust, or whiting, to form a paste which is plastered over the stain. While this method is said to be satisfactory for such oil stains as occur in construction, it acts slowly on old oil stains which have dried and oxidized.

Method No. 3—Lubricating oil stains can be removed with more facility where the following method can be used: Place a layer of asbestos fiber about one-fourth inch thick over the stained portion, saturate it with amyl acetate, and cover with a scrap of concrete. Place on top of the auxiliary slab a hot iron of about the temperature used for pressing fabric. Apply more of the amyl acetate as the asbestos becomes dry and reheat the iron as often as necessary. A few layers of Canton flannel may be used instead of asbestos fiber if care is taken not to scorch the cloth. Stains from scorched cloth may be removed by the same method recommended for fire stains.

PERSPIRATION STAINS:

Secretions from the hands or oil from the hair may produce stains on concrete. The stains are brown or yellow and may be mistaken for an iron stain. The best treatment found is that recommended for fire stains. Bad stains of this kind are rather stubborn and may require several treatments.

ROTTEN WOOD STAINS:

Under damp conditions wood will rot and cause a chocolate-colored stain on concrete which is readily distinguished from other stains by its dark color. The best treatment found for this type of stain is that recommended for fire stains. The action may be accelerated by first scrubbing the surface thoroughly with glycerin diluted with four times its volume of water.

URINE STAINS:

Use method No. 3 as outlined for tobacco stains. Should some part of the stain prove stubborn, saturate a layer of cotton batting in the liquids and paste over that part of the surface. Resaturate the cotton if necessary.

TO REPOLISH:

If the polish has been injured, moisten a piece of felt cloth or chamois skin with water, dip it into some FF carborundum or emery flour and rub the surface until it appears smooth and glossy. Then polish with putty powder in the same manner until the desired finish is obtained. When applying the putty powder, use a new piece of felt or chamois skin.

GENERAL SERVICE STAINS:

When certain areas become yellow while adjacent slabs remain free from discoloration, the trouble is probably due to the original finishing of the floor. Such discolorations are not usually hard to remove by poultice methods, or they may yield to a surface scrubbing

with Javelle water. Javelle water can usually be purchased at drug stores or may be prepared as follows:

Dissolve 3 pounds of washing soda in 1 gallon of water. Mix the contents of a 12-ounce can of chlorinated lime to a paste in a shallow enameled pan by adding water slowly and mashing the lumps with a spatula or pointing trowel. Add the paste to the soda solution, make up to 2 gallons by adding water, and place in a covered stoneware jar to settle. Pour off the clear liquid when required for use and dilute with six times its volume of clear water. Use this as a soap or other scrubbing solution. In using this solution it is advisable first to rinse the surface with clear water. Javelle water is a strong bleaching material, hence it should not be allowed to drop on colored fabric. It is not recommended for general cleaning purposes, but its occasional use on stained concrete is believed to be entirely safe.

Poulticing with commercial grit scrubbing powders, such as those commonly used for cleaning marble floors, will prove satisfactory for removing most stains of this class. In poulticing with these, the material is slowly stirred into a pail of hot water until a thick paste of mortar consistency is obtained. A small addition of whiting will add somewhat to the working qualities of the poultice. This is applied to the surface with a trowel in a layer one-fourth inch thick or more and allowed to remain until dry, when it is scraped off with a wooden paddle.

Should it be deemed expedient to use a poultice that may be applied with a brush instead of a trowel, method for tobacco stains is well adapted to this purpose.

PURCHASING CHEMICALS REQUIRED

Most of the chemicals mentioned in these treatments can be obtained from chemical houses. In obtaining sodium hydrosulphite some difficulty may be encountered. It may be ordered from wholesale chemists.

PAINTING

CHAPTER X

During these days of unemployment the wise manager or owner will obtain a stock of painting equipment and create a job for idle relatives by encouraging them to improve his property. They will be surprised to learn how interesting this work can be.

Most failures by amateur painters are due to their lack of taste in colors. It is seldom that the color card will show the exact shade necessary to paint your furniture or woodwork. The colors are usually too strong but if white or some other color is mixed with the shade shown on the card it will soften it. Better still, ask the color expert in the paint store the proper colors to mix to obtain the particular shade to match your sample. Colors in silk are so much softer I find it easier to use silk samples as color suggestions.

The average apartment should be repainted and repapered once every 18 months to two years or oftener.

Cheap paint is not economical, especially on surfaces exposed to the weather. The labor of applying it is the major expense therefore it is wise to use a material that will last well.

On smooth surfaces, for one coat of paint, by an amateur, one gallon will cover 300 to 500 square feet. Good paint will cover better and wear longer, and retain its color longer.

A spraying machine can be bought cheaply and as the paint is

much more evenly applied with that machine and less experience is required it is a satisfactory investment.

STARCHING PAINTED WALLS:

If you wish to preserve a painted wall it can easily be starched. There are several advantages to be gained by the starching of paint, especially when new, or when walls have been washed and the paint is in good condition. Some of these advantages are as follows:—

1. Prevents wear of paint by dusting and washing, thereby prolonging life of paint.
2. Due to sheen starch prevents collection of dust and grit on walls and ceilings to a considerable extent, and allows dusting operation.
3. May be used on paint finish of light pigment due to transparency.
4. One coat of starch will last several years, depending, of course, on the amount of wear on surfaces.
5. It is easily and cheaply applied, and easily removed for renewing.
6. Starch prevents dirt from coming into contact with and working into paint, and if renewed in time, a new coat of starch will give the appearance of a new paint job.
7. Eliminates to a great extent, brush marks and "shiners" on painted surfaces.
8. All walls in a room need not be washed and re-starched if just one wall or a part of a wall needs cleaning. When starch is sponged off to a breaking point such as a corner, column or offset, and the washed surface renewed, the appearance of all walls is then uniform. This should not be applied to a poorly painted wall as it is likely to emphasize laps and streaks, or lack of sufficient number of coats.

Mixing:

Stir about two pounds of common lump starch into one quart of

luke-warm water until it is thoroughly mixed. Pour in about one gallon of boiling water, stirring constantly until starch is well cooked. Allow to cool, then thin to consistency of cream. Starch should be allowed to sour by putting it in a warm place for forty-eight hours; in other words, the "pull" from the starch should be removed as the starch may pull the paint off the walls if put on too soon. If there isn't time to allow the starch to sour, pour ¾ pint of vinegar into 1½ gallons of starch and it will be ready for use.

Application:

Apply starch with flat kalsomine or block kalsomine brush, laying on even thin coat, then use block stippling brush, preferably the new style 2½x12 inch brush. Stipple close behind the man applying the starch and stipple two ways, straight and crossways. Be careful not to miss any place or there will be a "shiner" on the surface. Thorough brushing is essential to good results. A pinch of dry color, if desired, may be added to the coating. In case the wall had a gloss finish it should be wiped down with vinegar or alcohol before the starch coating is applied.

Pasteurized buttermilk serves the same purpose as a starch coating and while it is more expensive it is much easier to apply successfully. It is brushed on and then stippled with a wall stippling brush.

Removing Starch:

When starched surfaces have become soiled and need cleaning, the starch as well as the dirt may be removed by using warm water and sponge. Surface should then be gone over again with clean warm water and sponge for final cleaning before re-application of starch.

WASHING PAINTED WALLS:

Washing painted walls can be done satisfactorily only when an entire wall area is washed. Any attempt to clean spots will leave rings. Never apply ordinary soap direct to a painted surface. A good solution for this work is prepared as follows:

Shave a small cake of pure, neutral (non-alkaline) white soap into a quart of (soft) boiling water, or dissolve a corresponding amount of soap flakes in the same quantity of water. Dissolve about two ounces of glue in another quart of boiling water, and mix the two liquids together. A little flour may be added to make a thicker solution and a little sal soda or washing powder to make a stronger solution. This jellied cleaning compound is applied with a soft sponge, working from the bottom up. The wall is then wiped down with a chamois. If the surface is quite soiled it will be easier to apply the solution to the wall area, allowing it to stand two or three minutes to loosen the dirt. Then wash off with a clean sponge and a pail of clean water.

Walls in kitchens are sometimes coated with a thin film of grease. In this case have the water hot and make a stronger solution with more than the usual amount of sal soda; also a little ammonia will simplify the work.

Another good cleaning compound may be made by dissolving 1 ounce of soap flakes in 16 ounces of water, and adding about 3 ounces of turpentine. This mixture is stirred rapidly, and applied with a brush or sponge. The turpentine serves to cut the grease and allows the soap to function more rapidly in removing the dirt.

TO REPAIR WALL PAPER:

When wall paper is torn or stained it is not necessary to send for a paperhanger, if you have carefully saved all paper left over when the wall was papered. If you haven't, the dealer will probably give you a sample large enough for a patch. Cut out a patch which matches perfectly and then with a safety-razor blade, make a "feather-edge." Hold the patch upright and cut the paper obliquely, (avoid a square edge and bevel the back) and do not try to cut a straight line. Be careful not to smear the paste and cause a "shiner." In this way you can cover ink spots or other damaged wall paper.

TREATING WALL PAPER:

If wall paper is perfectly tight and adherent to the walls, strong colors may be toned down or faded paper freshened by using raw or burnt umber in blended, scrumbled or sponge stippled finishes over it.

It may be varnished or lacquered where the colors are non-bleeding. Use a light, clear varnish mixed rather thin. This renders it washable and fairly water-proof. I have seen bathrooms that have been papered and treated with two coats of varnish which made the paper practically impervious to water. There was an "over-tub" shower, and the surface was wet almost daily with little damage.

Clear nitrocellulose lacquers have also been used over wall papers with good results in the nursery, breakfast room or kitchen.

If the wall paper is too soiled to be treated as above it may be painted and stippled like a plaster surface. All blemishes or torn places should be sandpapered smooth before applying paint as defects will show very plainly.

WHITE LEAD AND LINSEED OIL PAINT:

Following is the suggested proportion for mixing:

1 Gallon Priming Coat:
- 15 pounds pure white lead in oil
- 4 pounds pure raw oil
- ¼ gallon Japan.

1 Gallon Second Coat:
- 16 pounds pure white lead in oil
- 3¾ pounds linseed oil
- ¼ gallon Japan.

1 Gallon Finishing Coat:
- 16 pounds pure white lead
- 3¼ pounds of linseed oil
- 3/16 gallon Japan.

Linseed oil is derived from flax and the amount consumed in this industry is enormous. Sixty-two million acres are required to produce the flax necessary for our annual consumption of linseed oil. This is equivalent to the area of the upper four New England states.

Dark paints have greater coverage than light paints, because they can be spread out thinner.

Under average conditions one gallon of good paint will cover three hundred square feet with two coats if applied by a professional painter. Sometimes as much as five hundred square feet may be covered if it is a smooth-non-absorptive surface. The spreading rate varies with the type of surface, the quality of the paint and the skill of the painter. In three-coat work the paint may be spread on thinner and thus take less paint per coat.

The life of a paint coating depends upon the quality of paint, the number of coats, its application and the conditions to which it has been exposed. Under average weather conditions a well-painted three-coat surface should last five years or longer.

TO DISSOLVE GUM SHELLAC:

Place a jar in hot water and crush the gum shellac to a very fine powder by placing it in a strong bag and beating with a hammer or mallet. Four ounces of white shellac to one pint of ninety-five percent grain alcohol. Three-fourths pounds of good grade orange shellac dissolved in two and three quarters pounds of ninety-five percent grain alcohol produces one gallon of shellac varnish.

Regarding shellac it is interesting to know that it is obtained from lac bugs. It is said that it takes 3000 lac bugs to secrete 1 pound of shellac. India produces about 50 million pounds of shellac annually.

A PAINT-VARNISH:

The most important function of paint, varnish or lacquer is the preservation of the surface which it covers. Secondary consideration is appearance. Therefore, good material is essential and a heavy coating desirable. The protective quality of paint was recognized

many years ago when the American Indian used red pigment mixed with grease to prevent sunburn, and black paint about the face to shade the eyes against the glare of the sun.

It is false economy to buy low grade paints, for low grade paints instead of containing high-grade metallic pigments, contain large quantities of cheap inert pigments and high percentage of water and petroleum distillates, both of which evaporate rapidly and do not contribute to the durability of the film.

Cheap paints very soon crack and peel; have poor hiding power and color value; and, when exposed, fade rapidly. Low grade paint has a spreading rate of one-half of that of the high grade paint. Therefore, twice as many gallons of paint are required.

According to the "Economics of Paint" a pamphlet by Dr. H. A. Gardner, the conservation of property by paint and varnish reaches the astounding sum of approximately three and one-half billions of dollars annually. Paint is said to decrease the fire hazard, as an unpainted surface ignites more quickly.

PAINTING SUGGESTIONS:

For best results in outside painting, do not shake the can to mix the pigments with the liquid, but pour off the liquid content into a clean container, then stir the pigment in the can with a flat wide paddle, working from the bottom up. Add the liquid again, gradually, stirring the while.

Do not apply paint to wood, brick, stucco, or other absorbent materials until at least four days after a rain. Paint should not be applied in a misty or damp atmosphere.

A brick structure will absorb tons of water. If your brick building has grown dingy and beyond cleaning, paint it. If painted, it will not only be improved in appearance, but the paint will prevent the brick from absorbing moisture from the rain and as it will remain dry and warm, fuel will be saved.

Dark rooms in basements can be made much brighter by applying

water paints in light tints to masonry walls and ceilings. If the walls in a light-court are painted or treated with a pure white stucco, the light reflected into the court rooms will be much greater than if they are painted light cream or light grey. For painting the cement walls or brickwork in basement game-rooms, damp-proof paints are available. The floor can also be painted but must be entirely dry. Any cement surface should be washed with a weak muriatic acid solution (about 8%), rinsed thoroughly and entirely dry before paint is applied. Elsewhere the importance of neutralizing the free alkali in the cement is outlined. (See chapter on Cement Floors.)

One of the ugliest features of most old houses—the galvanized hot water tank in the kitchen—may be greatly improved in appearance by painting. To obtain a satisfactory job it is essential that the tank be cold when the painting is done and that it should remain unheated until the coating is dry. The tank should first be cleaned thoroughly with a strong solution of washing soda. Then it should be wiped with vinegar and rinsed with clear water. When dry, the enamel should be applied in two thin coats, thinning it with one part turpentine to eight of enamel. The first coat should be thoroughly hard before the second is applied.

Chairs, tables and other pieces that are not too heavy may be painted more easily if set upside down on a piece of newspaper and the legs coated first. The table or chair is then set upright on the paper and the work is completed.

Do not try to whitewash over painted walls, as whitewash does not adhere well to oil-painted surfaces.

CLEAN NEW PAINT BRUSH:

Before using a new paint brush, clean it thoroughly. It is remarkable how much dust even a new paint brush will hold. This will get into the paint and mar the smooth surface if not completely removed.

A VARNISH HINT:

In a room with woodwork painted in flat finish it will be

found advantageous to coat the baseboards with a good waterproof varnish or wax over the paint, so as to minimize the discoloration that results from cleaning the floor. It is also a good idea to apply water proof varnish to the tops of tables, built-in-bookcases, window sills and other dust-catching surfaces.

The floors of closets should be given special consideration, so that they can be kept immaculately clean. If you keep the hardwood floors of closets well varnished, it will aid in the elimination of moths as it will fill the cracks which are breeding places for moths when dust accumulates in them.

Varnish gets its name from an Egyptian Queen, Berenice, wife of Ptolemy Eugertes, King of Cyrene. Praying to the Gods for her husband's safe return from his campaign in Asia, Berenice sacrificed her beautiful hair which she lay as an offering upon the altar of Aphrodite. Its miraculous disappearance during the night was followed by its discovery in a constellation of the Milky Way. Her story was told by the Greeks who likened precious amber to Berenice's hair, and called it by her name. Hence the Latin word "Vernix' 'and the latter Italian form "Vernice." And hence our word "varnish" a product of amber or other gum resins.

PAINTING INTERIOR OF REFRIGERATORS:

Refrigerators are usually lined with zinc or galvanized iron. If either of these surfaces is to be painted it should be treated with the following solution:—

To thirty-two parts (by weight) of water add one-half part hydrochloric acid. Mix one-half part each (by weight) of copper nitrate, copper chloride, sal ammoniac and add to the water and hydrochloric acid. Apply and let it dry and then lightly brush the dust off the surface. Then apply a quick drying zinc paint. Keep the door open until thoroughly dry.

To remove any odor still remaining, slice a large onion and place on a platter in the refrigerator.

REPAIRING PLASTER:

To fill cracks in the plaster it is important to prepare them properly. Cut an inverted "V" along the entire crack. Before filling with plaster of Paris the "V" should be wet thoroughly. Add a little slaked lime, one-half pint powdered lime to one gill plaster of Paris, or one part vinegar to three of water to retard setting. It should be trowelled smooth, do not sandpaper. No paint or other treatment should be applied until the filling has dried thoroughly. It should then be sized with white shellac varnish to stop suction.

PAINTING ON GLASS:

Use white lead, linseed oil and turpentine. If colors are used add some good coach varnish. It is most important to have the surface perfectly clean before applying paint. If it seems advisable to exclude the light to imitate wood add lampblack to the first coat and apply heavily. Doors to apartments are much more substantial-looking and give a feeling of security if the glass is treated to imitate the adjacent wood.

TO FROST GLASS:

Glass may be frosted by applying hydrofluoric acid. When frosted enough rinse thoroughly with clear water. Rubber gloves must be worn while using this acid and the glass must be thoroughly clean and dry. The acid can only be kept in leaden or gutta percha bottles.

A simpler way is to place a ball of soft putty in a cheese cloth and pat evenly all over the glass. It will leave an opaque surface which clouds, but does not darken, the glass. It should then be treated with white varnish as soon as the putty dries.

CEMENT PUTTY FOR AQUARIUMS:

Make a soft putty of fine litharge and glycerine.

PAINTING CEMENT FLOORS:

When painting a cement surface it should always be washed with a weak solution of muriatic acid (about eight percent). Rinse thoroughly afterwards with clear water. It should be thoroughly dry before paint is applied.

PAINTING RADIATORS:

In painting radiators the heat should be introduced after each coat to bake it on or if this is impossible each coat should be dried thoroughly. A white baking enamel tinted to the desired shade is suggested for this purpose. Flat lead paint is apt to become yellow from heat.

Unless the present coat of paint on the radiator is in good condition it should be removed. If greasy or exceptionally dirty, clean thoroughly with a wire brush before applying another coat. Never paint a dirty surface.

A cream-colored paint composed of linseed oil, zinc and lithopone is said to actually increase the heat given off by a bare iron radiator by four to five per cent—a brown color is one percent more efficient.

TO CLEAN AND REPAINT WINDOW SHADES:

If soiled shades are of good quality and hand-painted they can be cleaned with a cloth dampened in lukewarm water and soft soap. There is a paint cleaner on the market which cleans them like magic.

Only a good grade of opaque hand-made window shades may be profitably cleaned and repainted if they become soiled and faded.

Remove the fringe and the roller. Lay the shade on a table or other flat surface and scour thoroughly with a mild white soap. Rinse thoroughly with clear water and while still wet tack to a frame so that both sides can be painted without waiting for one to dry. While it is drying prepare the paint.

Mix stiff ground white lead with pure chrome yellow, ultra marine blue or chrome green to desired tint. Do not use zinc oxide or ocher or other earth colors. Use enough benzine to make it very thin, adding a little Japan drier. When shade is thoroughly dry apply the paint with a wide wall brush. Paint one side quickly and without waiting for it to dry paint the other side.

If the roller spring becomes loose and you wish to tighten the motion, pull the shade all the way down then remove it from the window and roll it up by hand. Replace it and if it is still not tight enough repeat the process. If the spring is too tight reverse the operation, unroll it by hand.

EXTERMINATION OF PESTS

(U. S. Gov't.)

CHAPTER XI

SILVERFISH:

Silverfish are not difficult to control. By taking advantage of their natural craving for starch food, they can be poisoned by using a powder consisting of a mixture as follows:

> 12 parts of sodium fluoride powder to 100 parts of wheat flour or a thin paste made by mixing from ½ to ¾ of an ounce of white arsenic with one pint of wheat flour and adding enough water to make a thin paste by boiling. The paste should be poured on small pieces of flexible cardboard or paper which can be rolled into cylinders with the paste on the inside.

The powder or paste should be put in out-of-the-way places where silverfish are found—on shelves, under washtrays, and on the bottoms of drawers and in storage boxes.

As both recipes are poisonous they should be put where children will not find them.

ANTS:

An efficient remedy, where it can be safely used, is a poisoned sirup, which the ants will collect and convey to their nests, so that

not only the ants which collect the sirup are ultimately killed, but the inmates of the nest feeding on it also succumb. Two formulas for the preparation of a sirup are here given:

1. One pound of sugar dissolved in a quart of water, which should be boiled and strained, and on cooling, moisten several sponges and place wherever the ants are most numerous. The addition of a small quantity of honey adds to its attractiveness.

2. Mix one pound of granulated sugar; 10.3 grains of tartaric acid (crystallized) and 14.6 grains of benzoate of soda in one pint of water and boil slowly for 30 minutes then allow to cool. Dissolve 20 grains of sodium arsenite (C.P.) in 1.8 fluid ounces of hot water and cool. Add the poison solution to the sirup and stir well. Finally add 2 1/3 ounces of honey and mix thoroughly. Use with sponges or small pieces of bread.

Naturally the greatest precautions should be taken in preparing poisoned sirups, and in safeguarding them afterwards to prevent their being the cause of poisoning to human beings or domestic animals.

ROACHES:

One of the most effective simple means of ridding premises of roaches is dusting with commercial sodium fluoride, either pure or diluted one-half with some inert substance such as powdered gypsum or flour. Numerous practical tests conducted in lunch rooms, bakeries, milk-bottle exchanges, etc., have shown that with the use of this substance roaches can be completely exterminated with very little trouble and cost and with none of the possible dangers which attend the use of hydrocyanic acid gas, another efficient means of control. With the use of a dust gun or blower the sodium fluoride can be thoroughly dusted over the shelves, tables, floors, and the runways and hiding places of the roaches. The immediate effect is to cause these insects to come out of their retreats more or less

blindly, showing evidence of discomfort to be followed by their death in the course of a few hours. The dead or paralyzed roaches should be swept up and burned.

Sodium fluoride acts on cockroaches both as a stomach poison and a contact poison. Although people have never been known to be poisoned by this powder when it is used as here recommended, several persons have died after eating one teaspoonful of it at one time. It should not be used or kept where there is danger of it getting into food or where children or pets can gain access to it. Sodium silicofluoride, which is also poisonous, may be used as a substitute for sodium fluoride.

BEDBUGS:

Undoubtedly the most efficient remedy for the bedbug is to fumigate the infested house or rooms with hydrocyanic acid gas. This gas will penetrate into every crevice in the house or room where the bedbugs conceal themselves and has an immediate effectiveness which gives it an important recommendation, especially when the infestation is considerable or of long standing. This method of fumigation should be intelligently employed, as the gas is deadly poisonous.

The fumes of burning sulphur are also a very efficient means of control where the conditions are such that this method can be used, readily destroying the insect in all stages, including the egg. The treatment is inexpensive compared with the use of hydrocyanic acid gas and offers much less risk of danger to human beings. There is, however, a considerable risk of injury to household fabrics, furnishings and wall papers, from the strong bleaching quality of sulphur fumes. This danger will be somewhat diminished if the fumigation is done in steam or furnace-heated rooms where there is absolutely no dampness. Further precautions should be taken by removing all metallic surfaces from the room or building, or by protecting them with a coating of vaseline. All bedding or clothing to be fumigated should be spread out over chairs or so arranged that the fumes can

readily penetrate all parts. Two pounds of sulphur are recommended for each 2,000 cubic feet of space, and the building should be closed for the treatment for at least five hours, preferably for twenty-four. Either sulphur candles may be used or the sulphurous fumes can be generated by burning the sulphur in a dish placed in the center of the room (for protection set within a larger vessel). Thorough precautions must be taken to prevent accidental overflowing or the starting of a fire, and after the fumigation the house should be well aired.

If only one mattress or bed is infested, a thorough cleansing with Stoddard's solvent is effective but not recommended as bedbugs are not usually confined for very long to one article in a room.

Insect powders and camphor or naphthaline vapors are of little value, largely due to the difficulty of getting them into the crevices and other places of concealment of the insects.

MOTHS:

Dipping clothing in gasoline or preferably Stoddard's solvent, will kill clothes moths, and garments may be considered freed, temporarily at least, from moth infestation. Of course, they are subject to reinfestation. Care must be exercised when using these materials to keep the room well-ventilated and away from flame.

Dry heat is now recognized as an effecttive agent in killing the insect. All fabric pests will be killed in a very short time if rooms can be heated to a temperature of 130 degrees F. long enough to permit all articles in the room to be thoroughly heated through to this temperature. Experimental work has demonstrated that even lower temperatures will kill the larvae of clothes moths. This killing power of heat can be readily utilized by ironing fabrics with very hot irons, laying on a hot radiator, or exposing them in superheated rooms before they are put away for the summer.

The rays of the sun in summer can often be used to kill or drive clothes moths from fabrics. Thus clothes-moth eggs on flannel, exposed to the bright sun at 128 degrees, were killed at the end of 31

minutes. Well grown larvae of clothes-moths in garments exposed for several hours to the hottest rays of the sun usually become restless and spin down from the garment. The old-time custom of sunning clothing to kill moths is based on excellent experience.

There are various so-called "moth proof" paper bags. If not torn they are excellent for keeping moths from reaching clothing. They are of no value in killing moths that may be in the clothing when it is placed in the bag, and those made of plain paper are just as good as those containing tar or cedar and pine oils. The value of such bags as protectors against infestation ceases largely as soon as they become torn, even slightly, or are left unsealed. Frequently clothing on coat hangers is placed in bags with the hook of the hanger protruding from the bag so that the clothing and bag may be hung in the closet. If the paper bag is not carefully sealed about the hanger, and any spaces of ¼ inch or more are left open the moths have no difficulty in entering. Clothes moths do not eat into paper to reach clothing. Therefore, if woolens, and other fabrics subject to moth attack, are cleaned and freed from moths by any of the methods mentioned above, they will remain safe if wrapped at once and tightly, in several thicknesses of firm wrapping paper or in newspapers. There is a general belief that the print on newspapers keep moths away. This is not true. Any paper of moderate thickness, and unbroken, will protect clothing. Care must be exercised to bend back the folds of the paper upon themselves along the edges and at the ends of the bundles so that the moths can not crawl into them.

Hats, furs and other articles that will be damaged by tight wrapping can be protected by placing them in ordinary unbroken cardboard boxes, hat boxes, etc., and then sealing the covers of the boxes with gummed paper. After clothing has been made into bundles or sealed in boxes, these bundles and boxes may be left exposed in garrets or storeroom shelves without danger of infestation from without.

If flake naphthalene is wrapped among the folds of clothing made into bundles, any small larvae that may have been in the cloth before

it was wrapped will be killed by the fumes. This effectiveness is due principally to the fact that the bundle is practically air tight. If the fumes are allowed to escape and evaporate the naphthalene is not so effective.

Any effective control for clothes-moths and other fabric pests must take into consideration the fact that woolen lint, hair, etc., accumulate in floor cracks, behind baseboards, and in other such places. In this "dust" carpet beetles and clothes-moths can and do subsist, and migrate thence to other parts of the house. It is desirable therefore, to reduce these hiding places as much as possible by the use of crack fillers such as can be purchased at paint shops, and treating them with gasoline or Stoddard's solvent. These liquids must be carefully handled because of their inflammable nature.

If the premises are fumigated, clothes-moths and other fabric pests in floor cracks and similar places are killed and the more laborious treatment by liquids is not necessary.

FLEAS:

There are approximately 500 species of fleas, but less than a dozen varieties annoy man or domestic animals. They are not only annoying but are disease-carriers and should be eliminated quickly from the premises.

The first step is to locate the host (usually a dog or a cat) where the adults are producing the eggs, and then ridding the breeding places (in or under the house) of the immature fleas.

All fleas on a dog will be destroyed by one application of freshly powdered derris root (1 grain—about ¾ of a level teaspoonful—of the powder mixed with two parts of flour or cornstarch) dusted into the hair of the animal. Spread papers on the floor and place the animal thereon and carefully rub the powder into the hair. The fleas will come to the surface and drop into the papers, which should be burned immediately. This should be repeated in 10 days.

Other powders which have been used successfully are: Powdered napthalene, pyrethrum (Persian insect powder), fresh and finely ground. Another method is to wash the animal thoroughlly for 5 to 10 minutes in water treated with "sheep dip." The head should be scrubbed thoroughly as the fleas rush there to avoid the solution.

If the fleas are breeding under houses or in basements, a light spraying with creosote oil containing 12 to 20% tar acid will eliminate them.

If the fleas are in the house, a thorough and frequent vacuuming of the carpets and rugs and sweeping the floors thoroughly and often will probably suffice. Washing the floor with Stoddard's solvent is very effective. If they still persist, scatter 5 pounds of flake napthalene over the floor and close all doors and windows tightly for 21 hours. It may be used again in other rooms. Fumigation with sulphur fumes also kills fleas.

When the presence of a flea is felt, if the garments are immediately removed over a bathtub the flea can be trapped in the tub.

MOSQUITOES:

Put a small piece of camphor gum in a dish and pour boiling water over it. Set it on stove and let it evaporate and pests will leave.

TERMITES:

Inasmuch as contact with soil moisture is absolutely essential to the life of ground-inhabiting termites, reconstruction of a type which permanently breaks and makes impassable the ground connection maintained between the parent soil colony and any building will result in the prompt dying of any termites remaining in the woodwork or furniture or contents of the building even if they have reached the second or third floors. However, if through water leakage or other sources, such woodwork is kept more or less permanently moist, termites cut off in the building may continue to work as long as this

condition lasts, and this applies particularly to damp corners of basements or similar conditions which may result from leakage of water pipes in bathrooms, kitchens, etc.

The possibility of stopping for a temporary period, at least, termite work in buildings by means of soil poisons placed about the foundations is indicated by experiments. However, their use is still very much in the experimental stage. A full strength solution of crude liquid orthodichlorobenzene should give temporary relief. This chemical should be applied in a trench 2 or 3 inches deep close to the exterior foundation walls and also along the interior of such walls as to any unexcavated areas at the rate of 1 gallon per 10 linear feet. It should also be applied about masonry pillars supporting the main structure or porches, etc. Before making such application, all wood debris should be removed from near the wall of the building and any earthlike shelter tubes over the foundation walls, etc., should be broken off. This liquid can be obtained at a reasonable price from wholesale chemists or manufacturers of insecticides. When using this chemical do not let it come in contact with the face and hands as it burns slightly and it is distinctly painful if it gets into the eyes. In applying it to a closed space beneath the building, the operator should not remain too long subject to the fumes, and it is desirable to secure as good ventilation as possible while applying the chemical.

Where there is danger of orthodichlorobenzene reaching the roots of ornamental plants, etc., paradichlorobenzene in the crystalline form may be used. A shallow trench 3 inches deep should be dug around the foundation and the crystals placed therein to the depth of 2 inches and then covered with loose earth. About 5 pounds per 10 linear feet should suffice. With the breaking of the connection between the building and the external soil moisture, all the termites in the building promptly die and injury ceases.

Termites resemble ants and if their presence is suspected a specimen should be sent to the U. S. Bureau of Entomology to determine the nature of the pest.

- INTERIOR DECORATING
  - COLOR HARMONY AND REACTIONS
    - Advancing
      - Yellow (Make room
      - Red look small)
      - Orange
    - Receding
      - Blue
      - Green (Make room
      - Gray look large)
    - Warm
      - Red
      - Orange
      - Rose
      - Yellow
      - Rust
    - Cool
      - Blue
      - Green
    - Depressing
      - Gray
      - Blue (Large area)
    - Cheerful
      - Yellow
      - Orange
    - Irritating
      - Red
      - Lavender
      - Purple
  - PRIMARY COLORS
    - Red
    - Yellow
    - Blue
  - SECONDARY COLORS
    - Orange (red and yellow)
    - Green (yellow and blue)
    - Violet (Blue and red)
  - COMPLEMENTARY COLORS
    - Yellow to violet
    - Blue to orange
    - Red to green
  - LOCATION
    - North—warm and cheerful colors
    - South—cool and receding colors
  - FUNCTION
    - Hospitality: living room—subdued
    - Dignity: dining room—formality
    - Rest: bedroom—quiet—soft
    - Work: kitchen—cheerfulness
    - Hurried Meal: Breakfast room—bright and exciting
  - SIZE
    - Small—receding colors
    - Large—Advancing coolrs

INTERIOR DECORATING

CHAPTER XIII

COLOR HARMONY:

The psychological value of color and the true principles of color harmony underlie all principles of interior decoration. It is essential to know for instance that there are advancing and receding, warm and cool, depressing and cheerful colors. Yellow, red, and orange are advancing. They make a room look smaller. Blue, green and grey are cool and receding and are therefore suited to a small, sunny room.

Advancing colors are best where sunlight is lacking or not very bright, especially if the room is large. In choosing the color scheme, however, avoid the use of bright color over any large area. It is, in fact, upon color intensity, as well as upon color schemes, that good results depend. To illustrate further, while blue, lavender, and red provide some of the best decorative effects, too much blue alone is depressing; excessive use of lavender and purple causes nervousness and irritability; while a room in solid red might in time cause a normal person if confined in it, to become extremely irritable. Of course, these facts represent extreme cases, but they give an idea of the importance of psychological color values. In creating cheerfulness the warm colors are indispensable. But the use of cool colors is equally important in softening the tone of a room and giving it a restful atmosphere. The relationship of colors in the color scale is the basis

of all color harmony. The primary colors are Red, Yellow and Blue. The secondary colors are Orange (red plus yellow), Green (yellow plus blue), and Violet (blue plus red). There is also the relationship of complementary colors: Yellow is complementary to Violet; Blue to Orange, and Green to Red. On this basis we have three types of color combinations, the Monochromatic, the Analogous, and the Complementary.

The Monochromatic uses only one color, but in any number of tints or shades.

The Analogous scheme consists of colors formed from combinations of the primary and secondary colors adjacent to one another in the color spectrum.

And the Complementary uses complementary colors. The definition of complementary as applied to color is two colors which produce white when combined.

To illustrate: a room in the monochromatic type of color harmony might have light cream for the ceiling, gray orange for the walls and deep orange for the over-draperies. Blues, blue green and the blue violet would represent the analogous scheme; and light green, gray green, grayish red and red the complementary. In choosing the decorative scheme of a room, the general rule of a dark floor, lighter walls, and very light ceiling is open to very few exceptions.

A great many apartment managers lose sight of the fact that an apartment should have the atmosphere of a real home. Why shouldn't each apartment be furnished with as much discrimination and taste as the owner's home? I have had the question asked, "From an economical standpoint isn't it better to have apartments all furnished the same?" I have previously spoken about flexibility; that is different sized units to attract more tenants. In other words, out of six prospects, two will probably want three room apartments and four will want two room apartments. You can increase your sales possibilities if you have both sizes. The same is true of furnishings. If you have variety in your colors and furnishings, it necessarily follows that you can please the tastes of more prospects. Serve economy by buying a whole bolt of drapes of one pattern, but the next bolt should be different. Thus three or four apartments of different sizes may be furnished alike; and if the location of one is preferred and furnishings of another, the furnishings may be moved to a suitable apartment.

I have always believed that if a manager would live for a week in one of the apartments she rents she would probably make many improvements; but the average manager offers the stereotyped, drab apartments to her tenants and her own apartment abounds with bright personal touches, bric-a-brac, pictures, etc.

This is the age of colors. Your typewriter, camera, telephone and automobile which have usually been black are now blooming in all bright colors. They say, "The only constant is change." Ten years ago a green typewriter or camera was unheard of. Now you can buy them in almost any hue.

The kitchen of today abounds in bright handled egg beaters, carvers, etc. Besides adding color to your kitchen these bright colored handles do not mar your sink board or table as do some of the dark-stained handles. The cooking utensils, some of them, are almost beautiful. I can remember when they were all grey; "granite-ware" it was called. Later, they were white and blue. The color in the kitchens of today makes them interesting, bright and cheerful.

The bathroom and kitchens are out of the plain utility class and have stepped into first place in the selection of a home or apartment. And why shouldn't they rank high? You start your day in the bathroom and kitchen. If they are attractive, bright and cheerful you will reflect it in your disposition and start the day right.

If your bathroom was built before the popularity of colored tile, paint the plaster below the wainscot a soft green or orchid and decorate the wainscot cap and other woodwork and toilet seat with a harmonizing color, and paint the walls and ceiling a soft warm cream.

Dip your shower curtain to match the woodwork. If your bathroom is white tile or white paint, you may add color with the shower curtain and window curtain. If the plaster above the tile is painted a pastel shade with a lighter ceiling it will give a very pleasing effect.

If a rose shower curtain is added to a white bathroom it will cast a warm glow over the entire bathroom. Repeat the color in a cover for the lid of the toilet seat and in the bathroom mats and it will be very effective.

It may interest you to know that the first American bathtub was built in 1830. It was made of mahogany and was 7 feet long and 4 feet wide. It was lined with sheet lead and weighed over 2000 pounds. The invention was not at all popular. Boston City made bathing unlawful and Virginia put a tax of $300.00 on each bathtub. One hundred years later we were buying 1,500,000 bathtubs a year, and today America leads the world in sanitation.

Some people are very susceptible to their surroundings. If I am in a gloomy, cheerless apartment for one day I feel depressed. All rooms should be decorated and furnished to radiate cheerfulness. However, one must be careful in the choice of colors. In making a survey of an apartment building recently, I spoke of the need of more color and cheerfulness, particularly in the kitchens, dinettes, and bathrooms. The manager's face brightened and she said, "Wait, I'll show you a bright kitchen." She was so expectant of my approval and so proud of her achievement I almost expected to apologize for having spoken too quickly. Imagine my dismay when I found the kitchen walls a deep rose color, deep orange breakfast set and rug, yellow dishes, orchid curtains with baby-blue ruffles, dutch blue linoleum, and a grass-green bathroom screeching at me across the hall! To have lived in that apartment would have invited insanity!

In choosing colors you must use judgment and taste and it is usually safe if strong colors are eliminated. You should choose cheerful, bright, but restful colors and not something that will constantly

excite you and remind you of a wild jazz orchestra. Certain colors create certain definite reactions. Follow the example set by nature—imitate the sun in bright canary or orange; or the cool grass with green (not too vivid), or any of the rainbow colors. When the day is cloudy and gray, you feel depressed, so avoid gray. That happens to be my "pet aversion" in color.

Green, blue and jade are cool, as the green lawn and blue ocean. Red, rose, orange, yellow, and rust are warm, suggesting fire and sun.

Gray is gloomy, suggesting rain and storm.

In selecting colors and furnishings for your rooms, first consideration must be given to three important factors: Location, function and size.

LOCATION:

If you have a sunny, warm room, introduce some of the cool colors. On the north side of the house always decorate in warm colors.

FUNCTION:

For instance, in the bedroom, the function is rest; of the living room and dining room, dignified hospitality; of the breakfast room, sort of a snappy, hurried, eating room. Therefore, the bedroom should remind one of spring blossoms, blue skies and informality. One could never find restful slumber in a bedroom with red rugs and purple drapes.

Blues and greens are calming, restful colors and often in mental hospitals they use these colors to aid in soothing their excited patients. The color in our bedroom tends to prepare us for sleep during the last half hour before retiring. It gently guides our emotions. Avoid reds or yellows or their variations as they are exciting and tend to wakefulness. If the apartment is small and the living room serves also as the sleeping quarters, the function of the living room naturally

predominates. The saying that "form follows fashion" is as true as "form follows function."

SIZE:

Don't place large, massive furniture in a small room. The furnishings should be dainty, the pattern of the wall paper and carpet small. If you place a rug in a small room the room appears smaller. It will appear larger if completely carpeted or if only scatter rugs are used. However, if one rug is used it should not have a large border and should be as nearly the size of the room as possible. If the hardwood floor shows around the edge it appears to reduce the size of the room, which is also true of a border.

Aim to give the appearance of height in a small room. The drapes and curtains should be long, and horizontal lines on the walls avoided. For instance, if the picture mold is below the ceiling line, and is of contrasting color, it lowers the ceiling in appearance and makes the room appear smaller. Color it the same as the wall but if possible raise it to the ceiling. The lighter the color of the ceiling, the higher it appears to be. The State Housing Act of California requires light ceilings in dark rooms. A small room with woodwork lighter and almost the color of the walls appears larger than if the woodwork were of a darker or contrasting color.

Be careful not to over-furnish a small room. Better have too little in it than too much. Keep it from looking bare by adding a vase, candlesticks with tall handsome candles, a smoker's set, or sofa pillows, etc.

Today it is the custom to plan the drapery treatment according to the style of the furniture, and of the room. Wrought iron rods and fixtures seem most suitable for Spanish interiors; wooden poles and brackets for panelled rooms in the English manner, or across square flat windows; and simple swag or festoon valances for rooms in this new classic style so much in vogue today. Everything that has ever been done in draping is being done today. Elaborate styles

of the past are still used today, but in a simpler fashion. One must also take into consideration the type of fabric used, its weight, design, color and usefulness in the decorative scheme.

In order to brighten up the apartment that is hard to rent, place a bowl of fresh, colorful flowers in the rooms. Attractive furnishings don't necessarily mean a large expenditure of money. In Los Angeles I recently assisted a friend who had many vacancies and needed immediate advice. Her house was really an exemplification of how not to furnish an apartment house. In this warm, tropical atmosphere she had chosen drab, overstuffed mohair and short colorless drapes. The first things I suggested for her court apartments were long, bright figured linen drapes; some plainer, but bright colored denim slip covers; a table cover and sofa pillows. The change was miraculous. As a result the apartment was rented within three days. The entire cost of decoration in that room was less than ten dollars. At the wholesale house the linen was on sale for twenty-five cents a yard. The davenport cost $2.50 to cover; the drapes (three yards split) cost 75c; the table cover 45c; the two pillows 35c; the chair $2.00. At a total cost of $6.05 she had converted a liability into an income—she had rented a unit for $27.50 that was formerly bringing $20.00 and wasn't rentable at that price.

Years ago every housewife was ambitious for a "parlor set" of six or seven pieces but we have grown away from these old-fashioned ideas and it is now quite proper to have each piece in a room different. A colorful occasional chair and a bright davenport have certainly added to the interest of a room.

We have had many different fads in furniture in the past, "Mission" furniture being about the most unattractive and tiring. Period or historic styles will always be in good taste and please all, therefore, it is a safer investment than any of the fads of the moment which will stamp furniture with its exact age in a few seasons.

New upholstered furniture material includes—damask, brocatelles and corded reps.

Mottled crashes are used very effectively and fringes are liberally injected for accent purposes.

Mending upholstered furniture with black adhesive plaster is often successful. Attach the plaster to the underside of the tear and replace the torn part to former position. The ravellings or thread ends should be pressed to the sticky plaster. Brush afterward.

If you still own an old-fashioned rocker, perform a surgical operation with a saw and remove the rockers. You can place glides on the bottoms of the legs so it can be moved easily. Castors will add height if it is too low.

If a chair-back seems to be weak there are strong brass angles which are good looking and which may be decorated to match, which will increase the strength of the chair and make it more comfortable.

If you have the old-fashioned brown leather cushions on your chairs they can be inexpensively and quickly covered by a denim or cretonne or any suitable material. There is usually one large screw in each corner, holding the seat, which is easily removable.

I have cut down old high-backed kitchen chairs and painted them a Chinese red and made an adorable breakfast room set.

Old fibre rugs may be freshened up with a coat of paint thinned with one third turpentine. The paint should be worked thoroughly into the rug with the brush. After the first coat has dried, a border of a deeper shade may be painted on. This border is first outlined in pencil. During the painting process, the rest of the rug is protected by a sheet of cardboard held against the pencil line.

When buying furniture see that it is well constructed and durable, for it is indeed an inexpensive chair if it collapses under the first heavy visitor.

A good rule of thumb in decorating is that your walls and rugs be plain if your draperies and upholstering are to be figured, or vice versa. If any two of these surfaces are plain, have two with a design. If I were furnishing a room I would select a rug first, in the colors I

prefer, and then pick up or repeat one or two of those colors in the furniture. Also, have the drapes harmonize with or repeat those colors.

As the foundation of a building is built first in erecting a structure —so should the floor covering receive first consideration in "building" room furnishings. It is the foundation of that structure and everything should be selected to fit that foundation. It should be of deeper hue than the walls and convey a feeling of weight by its color, or texture.

It is a common fallacy to assume that Oriental or Chinese rugs will fit harmoniously with any room. The predominant color in these rugs should fit into the color scheme of the furnishings and hangings.

Plain carpets are very smart and easy to live with. When one is buying a great many yards of carpet it is well to remember that there is some waste in matching figured carpet and the larger the figure the greater the waste. It is wise to use plain carpets whenever possible.

Narrow halls can be made to seem wider by showing no margin or a very narrow one. In allowing a margin for a large rug, a good plan is to allow ½ to 1 inch of exposed floor space for every foot of carpet. For instance, a 9 x 12 carpet should show 9 inches of floor at the sides and 12 inches at the ends.

The larger pieces of furniture and also the scatter rugs should not be placed at all angles. I don't mean that the furniture should be set in stiff uniform style, but the large pieces should be at right angles or parallel to the walls of a room. The only time I do not follow this rule is when I wish to hide an unsightly radiator.

Radiators should be the color of the wall so they are as inconspicuous as possible. Gilt or aluminum metallic paint, as I said before, reduces the heating efficiency 15%, some say 20%; so it serves economy, as well as beauty to have them painted properly. If I have a tall, gilt radiator in a corner I am sure to place the davenport or some large

piece in front of it and break the rule of following structural lines. Large furniture placed across a corner reduces considerably the available floor area.

Artistic grouping of pieces is always an interesting arrangement. For instance, a chair, lamp and coffee table, invitingly grouped, is to be preferred to placing them separately. Note the effective grouping of furniture on display in the model homes or display rooms of furniture stores.

The color of the linoleum in the kitchen should be chosen to harmonize with the sink and woodwork. You probably wonder why all the kitchens in a building will have the same linoleum regardless of the colors of the walls and trim. It is because the builder painted the kitchens first and then bought the linoleum to a price. Selecting the linoleum according to the color of each kitchen and giving attention to such details often represents the difference between the "no vacancies" house and the "vacancy" house.

No apartment house owner can afford to install printed linoleum. Its first cost may be less but it is far from economical. You cannot afford to use it. The inlaid retains its color and pattern until it is worn out, as the pattern continues all the way through. It should be well padded with felt paper to increase its wearing quality and deaden sound.

MODERNIZING:

There are many ways of beautifying older apartments and giving them an up-to-date appearance with little expense. They sometimes have an unsightly incinerator opening in the main hall. Remember this is the main approach to your guests' home and it should be attractive. If a pleasing screen is placed in front of this utility it will cease to be an unsightly blot on the approach to a home.

French doors between the living and dining room of small apartments and on wall-bed closets, were at one time very popular, but the newer apartments have eliminated them for reasons of privacy

and economy. The draperies on the French doors of an apartment house are a large item of expense. If the paint of the woodwork can be matched and the glass painted the same color as the stile of the door, the effect is almost as good as the wooden panels; and only the close observer would notice the deception. Both sides of the glass should be painted in order to carry out the illusion of wood. I have seen the panels grained to imitate wood very effectively. However, if there is a strong light on one side of the glass a coat of black paint should be given first. Try painting the glass in the kitchen cabinets and see how much more sanitary it is than curtains. If your bathroom window is clear glass, paint the lower glass for convenience and economy, or frost it as outlined in the chapter on Paint. Shades are then not so essential and are seldom used. If you have colored glassware, use black glazed shelf paper and see how rich it looks.

If a door can be dispensed with where the effects of an arch would be an improvement, take the door off the hinges. In order to cover the marks of the hinges and give the door a finished appearance, buy a few feet of 1 inch hemp rope, tack it on the jamb, and either paint it to match the woodwork or gild it. It can be high-lighted or decorated in many attractive ways to conform to the general decoration of the apartment.

In attic rooms awkward jogs in the wall or otherwise useless space under the eaves may be utilized by building in bookshelves. One inch pine boards ten inches wide will make the sides and shelves. Paint the inside a bright color to contrast with the outside.

MODERN COLORS FOR MODERN FURNITURE:

The newest of modern furniture is covered with paint and smooth lacquer, and the colors and color schemes are certainly novel and gorgeous.

Dusty pink trimmed with horizontal chromium bars; bands of white moulding around the bottom of beds and chests which give a

tailored, welting effect; the inside of dressing table and bookshelves sky blue—that is the striking scheme of one of the painted suites.

Lemon yellow and chromium, and yellow with black are to be two other popular color combinations. A white group trimmed with cherry red is perfect for a youngster's room—white walls, a red line on doors and white woodwork; red line draperies over white organdy curtains, dark blue linoleum with a red and white border.

The primrose yellow suites have received the most popular acclaim. Around them are being developed very interesting schemes of yellow, white and gray; brown; white and yellow; and yellow, white and silver.

Closet doors are generally painted on the outside of the door to harmonize unobtrusively with the room from which they open, but the inside of the door and the walls and shelves of the closet may contrast brightly with the room, providing a fillip of interest when the door is open. The hostess, instead of apologizing for an unkempt closet displays it proudly. A color complementary to the walls of the room is effective, pastel hues such as lavender, pale coral, spring green and light blue being in high favor. A glossy finish has the advantage of being easier to clean. If the coat hangers are painted a bright blue to match the closet will be a high light to the room.

Garage doors should be painted in a dark color harmonizing with the colors of surrounding surface. They should not be conspicuously decorated. This is true of any utility. They are seldom decorative. Electric switch plate bases, outlet plates, stove pipes, radiators and all utilities should be painted the same color as their background.

ELEVATOR:

Some of the most negative impressions of an apartment house are gained from the elevator. I have stepped into elevators that are either painted black or are dreadfuly dark in color, poorly lighted and sometimes musty smelling. This type is usually extremely slow

and gives one ample time to become thoroughly "unsold" on the house by the time the vacant apartment is reached.

If the elevator is redecorated in warm and cheerful colors (beige or apple green is appropriately effective) the effect is pleasing and puts the prospect in an agreeable frame of mind. Our most modern elevators are finished with smooth walls which is much more attractive than the old-iron grating of a few years ago. I have seen the latter type finished with imitation marble rubber tile and it is very effective and durable.

If a door closer has been added see that it is painted the color of the door. Sometimes they are gilt and this is very conspicuous on a black door.

By all means have a bulb in the elevator that gives light enough to enable one to see easily the numbers on the buttons.

A musty odor is inexcusable when there are so many deodorants on the market. They are not visible and the odors can be eliminated quickly.

ACCESSORIES:

The average furnished apartment is cheerless and inhospitable and the average prospective tenant is unimaginative and cannot visualize it brightened with her own personal belongings. The safe way to handle the situation would be to invest in a few well-chosen pictures, sofa pillows, candle sticks and vases—not necessarily expensive but effective. A flower bowl or two would make the place look homelike and cozy. Each apartment should contain one or two attractive pictures, in the large wall spaces. If the tenant has her own bric-a-brac, yours can easily be moved to another apartment. But always keep at least one apartment looking as though it were occupied and awaiting the coming of guests.

SUMMARY:

In summing up, I have tried to enumerate the most important phases of successful management and prove that it consists of good salesmanship, appearance, personality, knowing your merchandise and how to display it, lengthening occupancy and economical operation, and endeavored to show the way to the accomplishment of this goal.

APARTMENT HOUSE LAWS

CHAPTER XIII

It would be impossible to give all the laws governing apartment house management in a work of this nature and brevity, as law, like some other parts of this course, is itself deserving of a whole course. I shall give you some of the most important features.

Whenever there is a lease, whether month to month or annually, the relationship of landlord and tenant is created. The courts have held and the legislature has concurred, that an estate is created in favor of the tenant. He has a right in the property itself, and he cannot be dispossessed without due process of law.

(See sec. 1159-1174 inclusive C. C. P.)

LANDLORD'S LIEN:

One of the laws with which every manager should be familiar is the Landlord's Lien Law (No. 1861a California Civil Code) in effect since 1915. Certain amendments to it have been made but none of the old provisions have been discarded.

There are many different kinds of liens, for instance, the Mechanic's and Material Men's Lien. If an owner of a building orders work done or material furnished and fails to pay for it, a mechanic's lien may be filed before the expiration of 30 days after the notice of completion of the work is filed. When a lien is filed it immediately

attaches to the title of the property and a suit or settlement is necessary to release it. When a tenant orders improvements to a property the mechanic has a lien on that property for the price of the work done unless the owner has given him a notice, either actual or constructive, that he will not be responsible for work done on his property which was not ordered done by him or his agents. If you have labor and material furnished on your automobile the mechanic has a lien on it only while it is *in his possession*. If he allows you to take it out of the garage and use it, his lien ceases and he cannot repossess it while it is on the street.

The Landlord's Lien is another lien which attaches to personal property immediately when rent is in arrears and applies only to the property while it is *in the possession* of the landlord. It is an outgrowth of what is known as "The Innkeeper Lien" and comes down to us from many centuries of decisions by the courts protecting the innkeeper against designing or fraudulent guests. It recognizes the innkeeper's right to hold personal belongings until his bill is paid. The "Innkeeper's Lien" is from the old English Common Law and much of our "Jurisprudence of California" is an outgrowth of this ancient legal system.

The old Innkeeper's law applied only to hotel keepers, but the California law extends it to apply to keepers of furnished apartments. It does not apply to unfurnished apartments. Apartment house laws have been codified, but of course we must depend on the interpretation of the Supreme Courts for rulings on all laws.

The relation of Landlord and Tenant is established when you rent or lease an apartment or any real property. When you rent or lease a furnished apartment you come under the Landlord's Lien Law, and your personal belongings may be held for payment of certain charges. However, unless the furnished apartment is in a building erected according to the legal definition of an apartment house the lien law does not apply. In other words, an owner of a furnished flat or

bungalow would not have a lien on the tenant's personal effects.

The Innkeeper's Lien, Sec. 1861a of the Civil Code of California says: "Keepers of furnished apartment houses or furnished bungalow courts shall have a lien upon the baggage and other property of value belonging to their tenants or guests, and upon all the right, title and interest of their tenants or guests in and to all property in the possession of such tenants or guests, which may be in such furnished apartment houses or furnished bungalow courts for the proper charges due from such tenants or guests for their accommodation, rent, service, meals and such extras as are furnished at their request, and for all moneys expended for them at their request, and for the costs of enforcing such lien, with the right to the possession of such baggage and other property of value until such charges are paid, and such moneys are repaid. Unless such charges shall be paid and unless such moneys shall be repaid within sixty days from the time when such charges and moneys, respectively, become due, said keeper of a furnished apartment house, or furnished bungalow court, may sell said baggage and property, at public auction to the highest bidder, after giving notice of such sale by publication of a notice containing the name of the debtor, the amount due, a brief description of the property to be sold, and the time and place of such sale, once every week for four successive weeks, prior to the date of sale, in a newspaper of general circulation in the county in which said furnished apartment house or furnished bungalow court is situated and also by mailing, at least fifteen days prior to the date of sale, a copy of such notice, addressed to such tenant or guest at his post-office address, if known, and if not known, such notice shall be addressed to such tenant or guest at the place where such furnished apartment house or furnished bungalow court is situated; and after satisfying such lien out of the proceeds of such sale, together with any reasonable costs that may have been incurred in enforcing said lien, the residue of said proceeds of sale, if any, shall, upon demand made within six months after such sale,

be paid by said keeper of a furnished apartment house or furnished bungalow court, to such tenant or guest, and if not demanded within six months from date of such sale, said residue, if any, shall be paid into the treasury of the county in which such sale took place; and if the same be not claimed by the owner thereof, or his legal representative, within one year thereafter, it shall be paid into the general fund of the county; and such sale shall be a perpetual bar to any action against said keeper of a furnished apartment house or furnished bungalow court for the recovery of such baggage or property, or of the value thereof, or for any damages growing out of the failure of such tenant or guest to receive such baggage or property."

If you analyze the law you will find that there are three main essentials:

1st: The personal property of which you take possession must belong to the tenant.

2nd: It must be *in* the building.

3rd: It can only be held for the payment of accommodations: rent, service, meals and such extras as are furnished at tenants' request or money expended at their request.

You will note that Sec. 1861a of the Civil Code applies to the keepers of furnished apartment houses, bungalow courts and auto camps (recently included), and states that they have a lien on baggage and other personal property belonging to the tenant or guest, which may be in such furnished apartment houses, etc., but it does not state how the landlord shall exercise that lien. You have the lien without any provision as to how you are to exercise it.

When you rent an apartment to a tenant it is his castle, his home. If you have a key and permission to do so you may enter at reasonable times to inspect or clean, but any other entry is a trespass. In the absence of specific instruction in the law you should use caution in taking possession of personal property, for non-payment of the bill.

Go into the apartment, preferably when no one is home, carefully avoid physical contact, take a reliable, if possible, a disinterested witness, and make an inventory in duplicate of everything you take, sign them and have your witness sign them and give the original to the tenant and keep the duplicate. Whatever you take should have a resale value, otherwise the court will believe you are trying to harass the tenant. It leaves a bad impression if toys, clothes or intimate articles are taken. Take such things as the radio, good luggage, silverware, linen, etc., and lock them up in the storeroom. When you give the inventory to your tenant tell him you are holding the property described until his bill is paid, then serve a three days' notice on the tenant to pay or quit, in order to get possession of the apartment.

If the tenant has moved the personal property to the sidewalk your lien has ceased. It must be in the house or you cannot take possession of it.

How to dispose of it:—Sec. 1861a quoted above, provides that in sixty days from the day the bill fell due, you may start to advertise the property by putting a notice in any paper of general circulation in the county, once a week for four successive weeks. State that "it will be sold at public auction." (You may hire an auctioneer or you can act as auctioneer.) State in the notice where it will be sold, preferably on the premises, but any place you designate, also give name and last known address of party. Briefly describe the property, as:—"one trunk and contents" (describe contents, if possible, "one fur coat, etc.") and at least 15 days before the sale mail a copy of notice to last address of tenant. When the sale is completed apply the money to the cost of sale, and the amount of the bill the tenant owes. If there is any balance from such sale after your charges are deducted and it is not claimed by the rightful owner within six months from the date of sale, it shall be paid into the treasury of the county in which the sale took place; and if it is not claimed by the

owner or his legal representative within one year thereafter, it shall be paid into the general fund of said county.

You may buy the goods yourself or anyone else may, if his bid is high enough to suit you. If you are conducting the auction yourself, have someone bid it in for you. The usual practice is to bid just the amount of the bill and cost of sale, unless there is a possibility of getting it for less. If you bid more than the amount of the bill and costs, the difference must be turned over to the County Treasurer. The landlord must be careful to follow the legal requirements in holding such sale and if he does he is in no way liable to the tenant for the return of the property.

If a tenant vacates and leaves baggage or other property behind, the landlord may, after six months have elapsed and after he has given public notice as outlined above, sell the baggage or property at public auction even though the tenant owed no money to him. Out of the proceeds of such sale he may retain the charges for storage, and the expenses of advertising and sale thereof. In case of balance arising from such sale, if not claimed by the rightful owner within one week from the day of sale, it shall be paid into the treasury of the county in which the sale took place; and if it is not claimed by the owner or his legal representative within one year the money shall be paid into the general fund of the county. (See Section 1862 of the Civil Code of California.) But if the tenant wants to recover his personal property, he must bring an action for its recovery within ninety days after his departure. (See Section 341a of the Code of Civil Procedure of California.)

These are some of the more important general things to be borne in mind in entering into leases and dealing with tenants. As is usual in the law, special circumstances may vary these rules.

One such case is presented in Zimmer vs. Wank, decided by the Appellate Department of the Superior Court of San Francisco in September, 1930, where the court held that inasmuch as the parties

had agreed when Wank rented from Zimmer, that the tenancy should be for one month only, the holding over was for a like term and no 30 day notice was necessary when Wank decided to move on 2 days' notice.

Ordinarily if the tenant retains possession of the keys to an apartment it constitutes possession of the property itself, even though the tenant is away. Therefore an owner can collect rent for an apartment until the keys are relinquished.

DISPOSSESSING A TENANT FOR NON-PAYMENT OF RENT:

If there is no possibility of collecting the rent, the first impulse is to lock the tenant out. The Innkeeper can legally do so, but in apartment houses this is not the law. You can lock out a so-journer, but in either a hotel or apartment, where there is established the relation of landlord and tenant, where it is a family home with women and children, no such right exists. Tenants evicted in this way often sue for damages. In a recent case in the Municipal Court in San Francisco, the tenant sued and collected $500 for suffering from cold and exposure while locked out by the landlord.

Under no circumstances make forcible entry by breaking open any part of the house or after entering, turn out a tenant by force or threat as that is a trespass and ground for a suit for damages. If a house is entered during the absence of the occupant, without due process of law or consent of the tenant, it constitutes a trespass.

Sections 1159 to 1174, inclusive, of the Code of Civil Procedure of California, define Forcible Entry and Unlawful Detainer and provide the method for dispossessing a delinquent tenant occupying a furnished or unfurnished apartment, or for that matter, any real property. It is known as the "Unlawful Detainer Act." The first step is to give the tenant a 3 days' notice to vacate, that is a demand for rent or possession. This is the usual form:

NOTICE TO PAY RENT OR QUIT

TO ———————————————

(Tenant in Possession)

YOU ARE HEREBY NOTIFIED that you are required, within three (3) days after service of this notice upon you, to PAY THE RENT of the premises hereinafter described, and of which you now hold possession, amounting to the sum of $———————, being the rent due from you to the undersigned for the premises hereinafter described, from the ———day of——— 19——to the——day of——— 19———, or within three (3) days from the service of this notice upon you, exclusive of the day of service of the same, you are hereby required to deliver up possession of said premises to the undersigned, or the undersigned will institute legal proceedings against you to recover possession of said premises with TREBLE RENTS.

Said premises are situated in the City and County of San Francisco, State of California, and are described as follows:

That certain apartment known and designated as apartment No.———in that certain apartment house building situate on the——— ———side of——— Street, between——— and ——— Streets and more particularly known as ——— ———

Dated: ———19———

———————————

Landlord

This notice must be served on the tenant personally, not left under a door or in the mail box. If the owner serves it he should have a witness. If tenant cannot be found, it should be left with someone of legal age either at his home or his place of business.

After the three days have expired and the tenant neither pays nor quits the premises, an unlawful detainer suit should be filed, and the tenant served with a copy of the summons and complaint. He again has a period of three days, exclusive of the day of service, in which to appear and defend the action. If he fails to do so a default judgment may be entered against him and a writ of possession issued by the clerk of the court directed to the sheriff empowering him to deliver possession of the premises to the owner. The sheriff makes demand upon the tenant to vacate within 48 hours. If he still does not comply the sheriff then removes the tenant with his belongings from the premises. In the event the sheriff is compelled to move the tenant or baggage, the landlord must pay for moving the furniture or baggage and pay the sheriff's storage charge.

The entire proceeding is seldom accomplished in less than ten or twelve days.

ATTACHMENTS IN UNLAWFUL DETAINER ACTIONS:

In 1933 the California Legislature passed a bill making it possible to levy an attachment in an action in unlawful detainer. Heretofore, it was not possible to levy an attachment or garnishment in such actions, for the reason that our courts had held that an action in unlawful detainer was primarily an action for the possession of real property and not an action on a contract for the direct payment of money, which is the basic requirement in an action against a resident of this state, where an attachment or garnishment is sought. It was necessary, therefore, under the law as it stood prior to the recent amendment, when a landlord wanted to levy an attachment or garnishment, to file a separate suit for the past due rent.

The 1933 Legislature, however, added a further subdivision to

Section 537 of the Code of Civil Procedure, which is the section governing attachments, as follows:

"537. When attachment may be issued."

* * * * *

"4. In an action in unlawful detainer where it appears from the verified complaint on file therein that rent is actually due and payable from the defendant to the plaintiff for the premises sought to be recovered in said action; provided the payment of such rent is not secured by any mortgage or lien upon real or personal property, or pledge of personal property, or, of originally so secured, such security has, without any act of the plaintiff or the person to whom the security was given, become valueless."

JUDGMENTS IN UNLAWFUL DETAINER:

Section 1174 of the Code of Civil Procedure provides that upon the trial of an unlawful detainer action, when the verdict of the jury or the findings of the court are in favor of the plaintiff, judgment shall be entered for the restitution of the premises, and if the proceedings are for an unlawful detainer after default in the payment of rent, under a written lease, the judgment shall also declare the forfeiture of such lease or agreement, if the three-day notice served upon the tenant demanding that he pay or quit, states that the landlord has elected to cancel the lease, but if the three-day notice does not state such election on the part of the landlord, the lease or agreement shall not be forfeited.

The jury or the court shall also assess the damages occasioned to the landlord by the unlawful detainer, and find the amount of any rent due if the unlawful detainer is the result of non-payment of rent. The judgment against the tenant guilty of unlawful detainer, may be entered at the discretion of the court, either for the amount of damages and rent found due, or for three times the amount so found.

When the proceeding is for an unlawful detainer after default in the payment of rent, and the lease or agreement under which the rent is payable has not by its terms expired, the court in its discretion may order that execution upon the judgment, which is in the nature of a writ of possession, shall not be issued until the expiration of five days

after the entry of judgment. Within this time, the tenant may pay into court for the landlord the amount found due as rent, with interest, and the amount of the damages found by the jury or the court for the unlawful detainer, together with the cost of the proceeding, in which case the judgment shall be satisfied and the tenant restored to the premises. But if such payment is not made within the five days, the judgment shall be enforced for its full amount and for the possession of the premises. In all other cases the judgment may be enforced immediately.

DUTY OF LANDLORD TO REPAIR:

Probably the most important duty of the landlord is, in the absence of an agreement to the contrary, to keep the premises tenantable; that is, fit for human occupation. (See section 1941 of the Civil Code of California.) The landlord is under no obligation to make repairs other than those necessary for the purpose and is not required to keep the premises in condition suitable for the tenant's use. If the landlord fails to keep the premises tenantable, that does not mean that the tenant may bring suit for damages. The law limits the tenant's rights to these: (1) He may spend one month's rent in repairs; (2) He may abandon the premises and after that he will not be liable on the lease. (See section 1942 of the Civil Code of California.) And if thet tenant stays in possession in spite of the delapidations and does not, after due notice to the landlord, apply one month's rent to repairing the premises or abandon them, he has no further rights against the landlord, who is then entitled to receive the rent. (Priver v. Young (1923), 62 Calif. App. 405; and Veysey v. Moriyama (1921), 184 Calif. 802). In the renting of a furnished apartment house there is an implied warranty on the part of the landlord that the furniture is fit for use or occupancy and he is liable for injury due to defects in the furniture. 116 Cal. App. 248. The tenant, however, has the same rights to repair or abandon as outlinedl above.

The liability of the landlord, however, remains as to those parts

of the property which are in his possession and not exclusively occupied by any tenant. Hallways, entrances, elevators and stairways of a building are the obvious examples. These parts of the property being under the landlord's control, must be kept in repair by him and he will be liable for any injury suffered by a tenant, or the guest of a tenant, by reason of their defective condition whether the landlord has actual knowledge of the defects or not, if by the use of ordinary care he could have discovered them. (See Spore v. Washington (1929), 96 Cal. App. 345.)

STORAGE LIABILITY:

When allowing a tenant storage space in the basement, one seldom realizes the responsibility assumed. A bursted steam pipe or a dishonest janitor may cost the owner hundreds of dollars. Signs should be promptly displayed in the garage and storeroom stating "all personal property stored here at the tenant's risk." It is suggested as a further precaution that all receipts contain a statement signed by the tenant, as follows: "I hereby agree that all furniture stored in the storeroom is placed there at my risk." If the storeroom contains articles belonging to more than one tenant, the manager should never allow the key out of his possession. If the tenant occupies the storeroom exclusively, and the key is not retained by the manager, the manager is not responsible if anything is stolen therefrom, provided he gives the property stored that degree of protection that an ordinarily prudent man bestows upon his own property. To avoid any controversy regarding the key, insist upon the tenant furnishing his own padlock and key.

If the water pipes break or an overflow occurs and damages an automobile or other articles stored in the basement, the landlord may be held liable for the damage if carelessness or negligence can be proved. Protection from this liability is most important and vital to landlords and you are urged to heed the warning contained in the Chapter on Insurance.

TERMINATING LEASE:

When the tenant defaults in his obligation to pay rent or destroys or substantially injures the property or assigns the lease or sublets without the consent of the landlord, the latter has the right to terminate the lease, secure possession of the demised premises and, of course, may sue for damages as well. (See section 1161 (4) of the California Code of Civil Procedure.) In the case of some such wrongful act by the tenant, if the landlord wants to end the lease he must be careful not to accept further rent from the tenant. If he does he may lose his right to evict him. (See Jones v. Maria (1920), 48 Cal. App. 171.)

The law provides a speedy procedure, known as "unlawful detainer," to oust the tenant when he has violated his obligations. (See section 1161 of the California Code of Civil Procedure, also see Arnold v. Kirghbaum (1916), 169 Calif. 143.) This unlawful detainer action is not the only procedure to oust the tenant, but it is the quickest and best. Section 793 of the Civil Code of California (See Mossi v. Faribanks (1922) 19 Cal. App. 355 at 358.)

If the tenant defaults in payment of rent the landlord may, as we have already seen, terminate the lease by serving notice upon him, stating his election to do so by securing a judgment for possession. He should not usually terminate the lease, because if he does, the tenant is not liable for any future rent; and if the premises are let to a new tenant at a lower rental, the landlord will suffer a loss. In case the tenant abandons the premises, the best plan to follow is to relet as agent of the tenant by giving the tenant notice that this is being done. The landlord may sue the tenant for any loss in rent which results from decreased rentals from another tenant. But the landlord must be careful always to give this notice. If he fails, the lease is considered to be ended, and the tenant is not liable for future rent.

TERMINATING MONTH TO MONTH TENANCY:

Section 1946 of the California Civil Code provides that a month-

to-month tenancy may be terminated by either party giving to the other a month's notice.

This is assuming that there was no agreement in writing at the time the tenant moved in whereby the time should be shorter. Some rent receipts provide that a tenant shall give an owner or manager ten days notice before moving, and also fix the same time for legal notice from the owner. In no event may the written or oral agreement provide for less than seven days notice.

This applies only to a month to month tenancy. In the absence of any agreement to the contrary a tenant must give an owner a month's notice of his intention to vacate and an owner must give the tenant the same notice of any change in rent or conditions.

UNFURNISHED APARMENT LEASES:

It is very important to understand that while a furnished apartment owner may hold furniture and personal belongings for unpaid rent, the owner of an unfurnished apartment does not enjoy that protection. His only relief lies in recourse to the unlawful detainer act and a civil suit for the rent. If the tenant has an automobile, or other property not exempt from execution, it may be attached and later sold to satisfy the debt.

COLLECTING "CLOSING BILLS":

"Can owners or managers of furnished apartment houses hold personal property of tenants until they pay 'closing bills'?"

The so-called "closing bill" usually consists of charges for cleaning curtains and drapes, a fixed amount such as $2.00 for each room, gas and electricity used by the tenant, laundry bills, as well as charge for any breakage or loss appearing on the inventory together with any claim for damages to the furniture and premises, with perhaps a balance due on rent.

When the closing bill includes all or most of these things, the answer to the question is "yes" and "no."

As to the bills for laundry and gas and electricity and the balance due on the rent as well as for any other expenditures made by the landlord for the accommodation of his tenant, the answer is "yes." Keepers of furnished apartment houses have a lien on all personal property of value belonging to the tenant which may be in the furnished apartment house, and they may exercise the lien by holding the property until the bill is paid, or if the tenant fails to pay, then by selling the property as provided in Section 1861a of the Civil Code.

The lien does not, however, include the cleaning bill or the bill for breakage or damage to property.

Where the closing bill includes a variety of items such as those indicated above and the tenant pays or offers to pay all amounts due on account of "accommodation, rent, service, meals, and such other extras as are furnished at their request, and for all moneys expended for them, at their request," (Section 1861a of the Civil Code), the lien is terminated and the landlord cannot thereafter rightfully hold the property.

The reason for distinguishing between the two classes of charges is, or should be, clear. In the first place the bills for rent, accommodation, services, money expended, etc., are usually, if not always, definite and certain and can be easily settled between the parties; whereas charges for breakage and damage to property are practically always open to much controversy and dispute and, as a rule, cannot be settled without the determination of a court after the presentation of all facts at a trial.

But whatever the reason may be the fact remains that the Legislature so far has not seen fit to include within the apartment house lien-law charges of the latter class.

This, however, does not mean that the landlord is without remedy. If damage has been done to the furniture or other property and the tenant refuses to make a reasonable settlement, a civil suit for damages should be filed. Or if the damage is such as to indicate that it

was done deliberately and maliciously, then the landlord should have the tenant arrested immediately on a charge of malicious mischief.

Where there is a conviction in cases of this kind, the court usually suspends sentence for a few days and allows the tenant to make good the damage. In this way a landlord can often get a quick settlement and avoid the expense and delay of a lawsuit.

As to the charges for cleaning, so much for each room, etc., these items should be covered by agreement between the parties, and in order to avoid disputes the agreement should be in writing. In the absence of a special agreement, these cleaning bills are not even collectible under the law, as there is no provision of law which covers them.

The Rental Agreement form provided by the Apartment House Owners & Managers Association, with special rules and conditions printed on the back, should be used in all cases as all of these matters, including damage to furniture and other property, are specifically covered, and by the terms of the agreement "This tenant hereby gives to this landlord a lien upon all personal effects, furniture and baggage contained in said apartment for all charges herein specified with the right to enter tenant's apartment and remove said property and hold the same until said charges have been paid." So far as this form of agreement is concerned, it makes no distinction between furnished or unfurnished apartments, but affords the same protection to both.

DEFRAUDING AN INNKEEPER:

"If a tenant who owes a closing bill removes his baggage and other personal effects from a furnished apartment during the night, can the owner or manager have him arrested?"

The above question is one which frequently arises in these hard times as the practice of a certain type of tenants to move out in the night, or otherwise attempt to evade paying their bills, is becoming more and more prevalent. It is generally known among all hotel and furnished apartment house keepers that there is a law in this

state against "defrauding an innkeeper," and it is likewise generally assumed that the law is made to cover every situation where a tenant takes "French leave" owing the landlord any money without regard to the nature of the indebtedness.

Section 537 of the Penal Code of this State provides as follows:

"Any person who obtains any food or accommodations at an hotel, inn, restaurant, boarding house, lodging house, furnished apartment house, furnished bungalow court, or furnished auto camp, without paying therefor with *intent to defraud* the proprietor or manager thereof, or who obtains credit at an hotel, inn, furnished, boarding house, lodging house, furnished apartment house, funished bungalow court, or furnished auto camp by the use of any false pretense, or who, after obtaining credit, food, accommodations, at an hotel, inn, restaurant, boarding house, lodging house, furnished apartment house, furnished bungalow court, or furnished auto camp, absconds, or surrepitiously, *or by force, menace or threats,* removes any part of his baggage therefrom, without paying for his food or accommodations is guilty of a misdemeanor."

It will be noted in reading this section that while it is made to cover furnished apartment houses and furnished bungalow courts, as well as hotels, inns, etc., it does not include unfurnished apartment houses. It is to be observed further that it applies only to persons who obtain "any food or accommodation" and who leaves without paying for such "food or accommodations." It, therefore, becomes a question as to what charges can be covered by the word "accommodations" and whether the so-called closing bill is included.

The generally accepted construction of the language is that a closing bill in the sense that the charge is made for cleaning the rooms, laundering curtains, etc., is not covered by the statute, as such work is considered for the "accommodation" or benefit of the owner after the tenant has gone. The section has been interpreted and construed, however, to cover all moneys which may have been advanced to the tenant or on his account for any bills such as for gas and electricity which have been incurred by the landlord on behalf of the tenant, and it is obvious, of course, that any balance due for rent would clearly come under the provisions of the section.

Prior to 1933 the section above quoted provided only that a person who "absconds or surreptitiously removes any part of his baggage" without paying his bill, is guilty of a misdemeanor. The 1933 Legislature amended this section, however, by adding the words, "or by force, menace or threats," so that under the law as it now stands it is not necessary to prove that the tenant in question, who has defrauded his landlord, has moved out of the furnished apartment in the night time, or has otherwise absconded, in the ordinary accepted meaning of that term, but if it can be shown that such tenant has vacated after threatening the landlord, or by actually using force to remove his baggage, he has violated the law and can be punished accordingly.

NOTE:—The foregoing chapter was written with the advice and assistance of Mr. Boyd Oliver, an outstanding authority on the law of Landlord and Tenant.—Author.

PART THREE

ATTAINING OBJECTIVE

OBTAINING A POSITION

CHAPTER XIV

In the chart you will note that under Management I placed Salesmanship first. I did that because I believe it is first in importance in a manager's qualifications. I should also have had it last and in between every other subject because it is so vital to success. Your first need of it is in applying for a position. The most essential information to a person unfamiliar with the business methods of today is how to "sell" the owner on your qualifications, how to approach, interest, convince, and close with him. Hundreds of applicants will kill their one opportunity of obtaining the coveted position in the first interview. At this time the door is usually forever closed on the applicant. Why is this? Why do people not meet the situation correctly the first time and at least leave the door open for a return. Someone once said to me that when entering on a new venture always "look for the exit first." In other words, always analyze your chances of extricating yourself quickly and inexpensively before becoming involved. This axiom should be just the reverse in seeking a position! You should always look for a re-entry. For example, when you apply for a position you are only one among dozens or hundreds but if you arrange for a re-entry you will be possibly the only one and will stand out and be remembered.

I shall never forget an experience of mine. I advertised for a housekeeper and I think all the "lame, the halt, and the blind" in

San Francisco, besides many others, answered that ad. They came in dozens. I had the entire house full and also the lobby, before I had time to think. Obviously, the only thing I could do was to tell them, after I interviewed the first one, that the position was filled. No doubt there were many capable women in the group but I couldn't interview them. One woman called the next day to assure herself that my choice had been a satisfactory one. I accepted her and she was a "jewel."

In my first position I was one applicant out of sixty-five who took the test dictation from the office manager, but when the time came to transcribe it I suggested that I take it to my own typewriter which was just around the corner, as I could write letters on my own machine much quicker than on a strange one. He agreed to that and when I returned the others had gone and as he had time for a leisurely interview I obtained the position.

I thought the chapter on Salesmanship was sufficiently broad to enable a student to obtain a position. However, on one occasion when I sent a student to interview an owner she reported—"I 'phoned him and he said I wouldn't do." No one with experience would ever 'phone for a position. That very act would convince an owner of the applicant's inexperience. I then realized the need for this final chapter.

I will outline in detail all the fine points to remember in the first interview with the owner and how to answer or write an advertisement for a position.

The primary steps are to arouse interest and confidence. If these steps are not correctly made the entire course may be useless for a captain without a ship cannot use his knowledge of navigation.

In your first interview, you must "sell" the owner on:

1. Your salesmanship.
2. Your appearance.
3. Your personality.

4. Your ability to rent his apartments.
5. Your technical knowledge.
6. His need of you.
7. Your ability to make and save money for him.

In the final analysis the last six are useless without the first.

Remember that there are some things that stamp one immediately as a novice or an expert. An expert is always self-confident and self-assured. An experienced property owner can tell immediately whether one is manifesting self-assurance, or boasting and conceit. Knowing your subject brings that convincing assurance.

An expert would never telephone for a position. She might telephone for an appointment but the safe way is to call in person. If possible, have an introduction through a mutual friend or come through some familiar name. Always call in person and not at an inopportune time. Eleven A. M. to 2 P. M. is usually safe. If you find no one in, call again as soon as possible.

Remember, you succeed or fail on your first appearance and presentation. If you can find out something about the type of the owners, so much the better. If you are a woman manager, dress for their particular type. I recently sent a very smart-looking woman manager to see some extremely plain people; I warned her not to dress too smartly and to be careful about powder and rouge. She was very unassuming and conservative and immediately impressed them most favorably. Had she worn her most expensive gown they would have been afraid of her extravagance. One manager I know lost her owner's confidence the first week of her employment because she wanted a French telephone. He had the regulation telephone and he immediately decided she was wantonly wasteful.

If an opportunity presents itself ask the owners about the type of their heating plant. Whether it is oil or gas or whether they have a resident or community janitor. You are familiar with a conversion boiler. Get them to discussing their plant with you. Lead them

into telling you some of their problems and get them to talking instead of letting them make you talk.

If you are inexperienced go to some friend, or your own manager, and offer to relieve her while she gets a much needed outing, and in that way learn something about the real mechanics of the business. If you call on some manager and tell her you are anxious to do relief work for a few cents per hour, she may be glad to call on you the next time she is invited to play bridge or attend a show. Get some experience if only for a few days.

Above all, don't try to convince an owner that experience is not necessary. He probably knows better. Try to convince him however, that you have the technical knowledge acquired through the many years' experience of another, and you have the ability to put it into practice. Also prove to him that you are able to sell his apartments to prospective tenants through your salesmanship. The more you endeavor to convince him that experience is not necessary the more convinced he will be that you don't know the first thing about the business. Any business-man knows that an inexperienced person couldn't step into the management of his business and succeed without making many costly mistakes. Had I known 21 years ago what is contained in this book it would have meant thousands of dollars to me.

When interviewing an owner it is most necessary to talk with understanding of his problem, his building and neighborhood. If there is any time before the interview in which to make a survey of his building and neighborhood it may aid you in selling yourself. Visit several apartments in the district and familiarize yourself with their advantages. Learn to appraise instantly every feature in a room and observe every sales feature.

Go through the building you hope to manage and note carefully the shortcomings of the present manager. Never knock a competitor, but if this manager is not stressing the view, adroitly remind him of

the fact that you would always "sell" the prospect on the view. Or, if you think her apartments or the equipment is not immaculate, tell him how necessary you think it is to have it so. He will mentally make the comparison.

Tell him how you keep a large diary or day book by your telephone with each day's work laid out a month in advance.

If one lacks experience one cannot be too "choosey" in obtaining a position in which the experience will be the greatest compensation. The only time you can be very particular about the position being offered is when you are financially independent. Always bear in mind that as we must "buy happiness with happiness" so we must buy better positions with the position we have. In other words, it is much easier to obtain a position if one is employed.

Be gracious and courteous when speaking of a competitor. Next month he may need a new manager and you may try to obtain the position. The same thing applies to departing tenants. They should depart with a friendly feeling as they may move into the house in which you are seeking employment.

A recommendation from your last employer is most necessary in order to obtain another position. Therefore, if the present employment should cease, the manager's conduct when she is dismissed is most important.

One should never, under any circumstances, create a disturbance when an owner becomes dissatisfied with her services. If such an occasion arises she should accept it gracefully and endeavor to accede to the request for possession of the apartment at the hour set. An owner usually regrets the necessity of taking such action and if the manager departs with a friendly feeling he may be considerate when another owner asks him for a reference. Just as every tenant should be an ad for a gracious manager, so should every former employer.

I know managers who have a recommendation from every employer they have ever served.

A manager should never argue or try to justify herself when dismissed nor should she ever seek the sympathy of the tenants. They should not be made aware of the change and they will all be inwardly grateful that it was not necessary for them to offer their sympathy. Nor should a manager ever return to the scene of her former employment and endeavor to create dissatisfaction among the tenants or with her successor. She should never discuss the whys or wherefores with anyone and remember, "least said soonest mended."

An owner or manager should always request a written form of employment so there will be no surprises or disappointments. It is important to the manager as well as to the owner. I suggest the following:

EMPLOYMENT AGREEMENT

San Francisco, Calif.
_____ 19____

For valuable consideration, I hereby agree that in the event Mr. _____, owner of the apartments at _____ Street, _____ California, elects to discontinue my employment as manager of above premises I will, on _____ days' written notice from him and the advance payment of _____ weeks' salary (namely $_____) quit and deliver said premises to him and leave peaceably and quietly.

It is understood and agreed that the apartment I occupy is not to be considered as part of above mentioned salary nor is there any relation of landlord and tenant created therein, as it is agreed that it is an extra bonus to me for additional services rendered.

In the event of any holding over of the aforementioned apartment after the expiration date as agreed herein, I promise to pay rent therefore at the rate of $100 monthly for such occupancy.

It is further agreed that in the event I elect to resign as manager I will give _____ days' notice to the owner.

_____.

If an owner has had a disagreeable experience with a former manager a suggestion of this agreement should inspire his confidence in the applicant.

It may be that at some time it will seem advisable for you to answer an advertisement for an apartment house manager's position, or for that matter, any position. There are certain fundamentals you should remember about your letter. They are principally as follows:

1. Good quality of paper.
2. Do not begin your letter with the pronoun "I."
3. Letter must be scrupulously clean and neat without misspelled words, blots or erasures.
4. Do not write on both sides of single sheets of paper.
5. Always give name, address and telephone number.
6. Exercise care in spelling, punctuation and grammar. If doubtful about it have it corrected before mailing.
7. Legibility is of prime importance. When possible typewrite the letter but if handwriting is not entirely legible print name after signature.
8. Do not indicate carelessness, haste nor lack of attention to details.
9. Never appeal to the owner's charity nor whine nor gossip about your personal affairs.
10. Remember the value of brevity. Mention only essentials about ability, health, age (not too definite), experience, and especial qualifications.

An owner needing an apartment house manager recently advertised for a manager and there were three hundred and fifty answers. He allowed me to read the answers and I was amazed at what I found.

Out of the large total there were less than twenty that would attract attention. There were only six that were outstanding. That is indicative of the type of competition a manager has to meet. It shows the scarcity of exceptional managers.

There were fifteen written with a pencil, which certainly indicated laziness or carelessness and would surely not be worth reading. Sixteen of the names were illegible, which shows stupidity and ignorance. Nine enclosed the ad, which I think is business-like and shows a desire to simplify matters for the owner. Two enclosed copies of their references which commanded interest and brought their letters out of the general class and also showed an understanding of business methods. Eleven gave only their phone number, which is open to criticism as it indicates a lack of frankness. If you are secretive and there is some reason for hiding your identity it will not inspire confidence. Three were just scrawls suggesting carelessness, laziness, lack of interest and neatness and were entirely negative. Several listed their demands and were imperative about what they wanted. Remember, an owner wants someone who will not be dictatorial either with him or his guests.

Many said, "if you are interested call No. ....," which is a curt way of putting it, because you should be the interested party and word your letter so that you would arouse the owner's interest. It would sound much better to say, "Hoping for the privilege of an interview," etc.

Dozens were whining and told of their troubles and appealed to the owner's sympathy. No one wants a manager who is so filled with her own troubles that she has no time for the owner's problems or the guests' comfort. That is the very worst type of manager.

Most of the letters were full of gossip about their personal affairs and non-essentials and would suggest to me a very tiresome person.

One woman wrote a cheerful, breezy letter and enclosed a smiling, happy, stamp photograph of herself, which made her letter stand out as much as though she had been present.

There were many with soiled and blotted envelopes and stationery, which is certainly a bad recommendation for the sender. Some were of the cheapest material, similar to the scratch pads used by

school children. One usually seeks a manager with discriminating tastes and attention to detail.

One woman enclosed a picture post-card with her application written all over it. Imagine a picture of one of our big trees with an application written all around the edges! Two wrote on postals of the common yellow variety. That certainly shows a lack of attention and fastidiousness. It is not advisable to risk losing an opportunity to save one cent postage. Far better not to write than write a negative answer.

These letters are very enlightening to me and the data furnished should prove valuable to anyone making a written application for a position.

In advertising for a position the essentials of the ad are, in sequence given:

First: What is the position wanted? (The ad should begin with "Apartment manager")
Second: What is your experience?
Third: What is your education?
Fourth: What references?
Fifth: Name, Address and Telephone number. The telephone number is most important. Omit the address if the district is not desirable.

The same rule applies regarding brevity and abbreviation which was discussed under advertising an apartment. Do not make it too short and never abbreviate. A classified advertisement should never be less than three lines and four lines will tell the story better. Your ad or your letter must be regarded as your silent salesman and your approach, manner and appearance should all tell the story you wish to convey.

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STAIN REMOVAL CHART

STAIN	WOOD	LINOLEUM	CARPETS	MARBLE	CEMENT	WHITE COTTON FABRIC
Acid	Ammonia	Water	Water	Water	Water	Diluted ammonia or sodium bicarbonate
Alkaline	Acetic acid (vinegar)	Water	Water	Water	Water	Lemon juice or vinegar
Blood	Cold water, chloroform hydrogen peroxide	Cold water	Cold water	Hydrogen peroxide	Hydrogen peroxide	Cold water and ammonia or hydrogen peroxide
Candle-grease	Chloroform or gasoline	Naphtha, gasoline or benzol	Gasoline or blotting paper and warm iron	Fullers earth	Fullers earth	Blotting paper and warm iron
Candy	Wash thoroughly	Soap and water	Water	Pure soap and water	Pure soap and water	Soap and water
Chlorine	Acetic acid, wash thoroughly	Steel wool, soap and water		Pure soap and water	Pure soap and water	Water
Coffee	Potassium permanganate then acetic acid and peroxide	Soap and water	Diluted denatured alcohol	Glycerine or Javelle water	Glycerine or Javelle water	Soap and water or potassium permanganate
Dyes	Alcohol, (oxalic acid)	Soap and water then steel wool		See ink	See ink	Sodium hydrosulphite
Fruit (fresh)	See coffee	Water	Hot water	Hydrogen preoxide	Hydrogen peroxide	Potassium permanganate (no soap)
Grass	See coffee	See coffee	Ether or wood alcohol	Javelle water	Javelle water	Hot water and Javelle water
Ink	Bioxolate of potash	Clear water then steel wool	Milk	Sodium perborate and whiting	Sodium perborate and whiting	Javelle water
Iodine	Alcohol	Denatured alcohol	Alcohol	Alcohol and whiting	Alcohol and whiting	Wood alcohol
Lacquer	Alcohol	Lacquer thinner or acetone	Alcohol, or milk	Acetate	Acetate	See paint
Liquor	See coffee	Clear tepid water	See wine	Citric acid	Citric acid	
Mildew	Chlorine or acetic acid	Tepid water and soap	Sour milk	Javelle water	Javelle water	Sour milk and bleach in sun
Paint	Turpentine, carbon tetra-chloride	Scrape and apply paint remover	Carbon tetrachloride	Trisodium phosphate	Trisodium phosphate	Benzol, acetone or Alcohol
Rust	See ink	Soap and water then steel wool	Erusticator	Sodium citrate, glycerine and water	Sodium citrate and glycerine	Lemon juice and salt
Soot	Ether	Soap and water	Ether			Chloroform or soap and water
Tar	Gasoline, or benzine	See candle-grease	Gasoline	Gasoline	Gasoline	Carbon tetrachloride
Wax	See candle-grease	Soap and water or benzine	See candle-grease	See candle-grease	See candle-grease	Carbon tetrachloride or blotter and warm iron
Wine	See coffee	Water	Hot water (no soap)			See fruit
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